**HUMAN RESOURCE PLANNING AND PERFORMANCE OF PRIVATELY OWNED ENTERPRISES IN UGANDA.**

 **A CASE OF NTAKE GROUP**

**BY**

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# DECLARATION

Except for reference from work of other that I have duly acknowledged, I MUKALAZI AHMED hereby declare that this dissertation submitted is the results of my own research work and no work in that manner or like has been presented to any other university.

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

Student Name Signature Date

# APPROVAL

I hereby certify that this dissertation was supervised by me, and submitted with my approval.

Signature ……………………………………….. Date………….....……………………… **Irene Nabutsale Ojambo** (**Supervisor)**

# DEDICATION

I dedicate this work to the Almighty Allah, my treasured wife, cherished children, father, mother, and my entire family for their timeless effort, support and prayers for me throughout my education.

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# LIST OF ABBREVIATION

**HR** Human Resource

**HRP** Human Resource Planning

**HRM** Human Resource Management

**UNBS** Uganda National Bureau of Standards

# DEFINITION OF KEY TERMS

The application of concepts in the research is human resource, planning and organization.

**Human Resource**: are those inherent and special traits as skills, creative abilities, experience, talents, energy, knowledge competence, belief etc. that a person possesses which are needed and put to use by a person or a group of people to achieve set goals and objectives (Stewart, 2004).

**Planning** – is the process managers use to identify and select appropriate goals and courses of action of an organization. They resultant plans that come out of planning process details the goals of the organization and specifies how they are intended to be attained. Like people, organizations can not have it all done, so in a scale of preference, they need to determine their pro-rates and concentrate their time, energy, and other resource to release their aims (Stewart, 2004).

**Human Resource Planning** is defined as a rational approach to the effective recruitment, retention, and deployment of people within an organization including, when necessary, arrangements for dismissing staff. It is therefore concerned with the flow of people through and sometimes out of the organization. It is however not a mere numbers game but rather concerned with the optimum deployment of peoples knowledge, skill creative abilities, etc. and hence qualitative and quantitative (Guidelines on HRP, 2010).

**Performance:** Wilcoxson (2000), states that performance may be assessed by comparing the achievement of several organisational goals in specific measurable areas (e.g. production output, number of clients seen, percentage increase in profit), or by assessing the performance of the whole organisation against a pre-determined set of expectations.

**ABSTRACT**

The study was set out to examine Human Resource Planning and Performance of Privately owned enterprises in Uganda, using a case of Ntake Group. The study focused on three objectives: To establish whether Ntake Group of companies has sound HRP policies and procedures to ensure effective performance, to assess how allocation of resources increases sales of Ntake Group and to establish whether Human Resource forecast enhances performance of Ntake Group.

The study used a population of 600 selected from Ntake Group staffs and a sample of 240 respondents was selected using Neumann’s formula (2000). Descriptive and explanatory research designs were employed and both quantitative and qualitative approaches of data collection were used. Data were analyzed using descriptive statistics, Pearson correlation, coefficient, regression analysis, and analysis of variance (ANOVA); where the statistics proved that R2=.630; significance level was found and the hypothesis testing proved that there is a positive relationship between HR Planning and performance of Ntake Group of Companies.

Results of the correlation analysis indicate that there is a significant and positive relationship between HRP policies and performance; the result of correlations (r=0.787, P<0.000) for HRP policies and procedures indicates that Ntake Group of companies complies with HR planning policies and procedure; (r=0.793, P<0.000); for sound allocation of resources and sales increase, this reveals that there is systematic approach in managing, tracking and securing all resources of the company; (r=0.787, P<0.000) for HR forecast and this result proves that HR forecasting processes help the company to determine the number of employees needed to improve its strategic goal and (r=0.784, P<0.000) for performance, this implies due to fulfilling three (3) sub-independent variables, the company has ensured performance.

The study concluded that Ntake Group of companies has sound HRP policies and procedures to ensure effective performance; it was found out that there is sound allocation of resources increases sales of Ntake Group and Human Resource forecast enhances performance of Ntake.

The study recommended that Ntake Group of Companies should ensure that the policies introduced and established are implemented as it will encourage proactive forecasting to be in line with the right blend of manpower requirements as this is essential for increase in sales in order to influence the proliferation of organizational performance.

# CHAPTER ONE

# INTRODUCTION

# Background to the Study

This study is about the role of human resource planning in the performance of privately owned enterprises in Uganda, it focuses on Ntake Group.

The study is important because human resource planning encompasses the process that identifies the number of employees Ntake Group of Companies requires in terms of high quality and quantity; hence it’s seen as an ongoing process of regular and structured planning. Specifically, HRP entails defining the specified objectives of the organization, initiate and establish a sound strategy for realizing these objectives, and develop a comprehensive rolling plan to integrate its activities.

Human resource planning is the process by which an organization finds that it has the right people, who are capable of completing those objectives that can help the organization to reach its objectives (Guidelines on HRP, 2010). Human resource planning was introduced because at previous times there was no suitable system of managing people within the organization and certainly while following the human resource management, top managers realized that the efficiency of work has increased and certainly there were some techniques and processes developed which can increase the organizational performance, then gradually the whole layout of human resource management was made and it was concerning the staffing needs, its demand and supply.

Human resource planning has to do with forecasting demand for manpower based on its business needs and employing strategies required to meet these needs. The dimensions for the study include forecasting manpower demand and strategic action. Forecasting manpower demand involves the estimation of the number and type of human resource required at different levels in different departments in an organization (Pradeesh, 2011).

According to Posthuma (2013), performance is considered as the ability to operate effectively and efficiently, generate profit, survives and reacts to the opportunities and threats in the environment. And it is no doubt health institutions rank among essential organizations that require effective controls due to their provision of critical access points for our health needs (Regenstein and Huang, 2005) and their special commitment to serving the citizenry (Bazzoli et al. 2003). In line with this, persistent efforts by policy makers to pursue policies that would improve internal control system in the ministry of health have yielded abysmal results.

It is widely held that proficient HR in organizations provides competitive advantage and the actual and appropriate management of human capital may be the ultimate determining factor for the performance (Ricardo and Wade, 2001; Youndt, 2000).

Suitable HRP enhance performance leading to increased output by identifying, attracting, and retaining manpower with the required knowledge, talents and capabilities and getting them to behave in a manner that will support the mission and predetermined objectives. Implying that the value of HRP depends on how it engenders and instill appropriate attitudes and behaviours in manpower in implementing workable output, bearing in mind that HR practices contribute to OP in general (Becker and Huselid, 2009; Luu et al. 2008). It is for this reason that organizations now believe that the capability of organizations to serve its intended purpose of the strategic management process largely depends on the extent of involvement of the HR function (Huselid, 2005; Ricardo and Wade, 2001).

Ntake Group of Companies is a family owned business that was established in 1978 primarily with production of bakery and confectionary products. The business has grown and comprises of several production lines i.e. Bakery products, Mineral Water (Delta), Wheat Flour (Kaswa and Horse band), Tissue processing (AAA), Estates handling and Agriculture. With continuous improvement and development of products, Ntake recruit a highly motivated, results oriented and dynamic professionals (Ntake Group of Companies, HR Manual, 2017).

The sample study is significant because Ntake Group of Companies has an independent HR department which is designated to sound human resource planning functions like staffing; that is acquiring qualified and appropriate number of workers, determining and acquiring other resources and proper allocation of these resources. In addition, co-ordination of activities of all members and parts of Ntake is another major purpose of human resource planning in order to boost production.

The Ntake Group of Companies Human Resource Management Manual (2016) lays down policies and procedures concerning human resource planning that serve as a link between human resource management and the overall performance of Ntake. The policies and procedures apply to all Ntake employees, regardless of their terms of employment. The Human Resource planning seeks to ensure the following objectives:

* + - 1. To ensure compliance with HR planning policies and procedures.
			2. To ensure that there is sound allocation of resources to increase sales.
			3. To ensure that HR department forecasts both short- and long-term staffing needs based on projected sales, office growth, attrition and other factors that affect Ntake’s need for labor.
			4. To ensure that there is an appropriate recruitment information and records system of staff
			5. To ensure that the overall performance of employees is monitored and evaluated on the basis of annual objectives, outputs and targets in the performance plan.

This study examined the extent to which the above first three (3) objectives have been achieved by Ntake Group of Companies.

**Problem Statement**

Despite the fact that Ntake has proper stated human resource planning policies, many reports from Ntake Group show that human resource planning has not been properly practiced.

The HR Manager of Ntake Group, during the Annual General Meeting reveals that Ntake Group of companies is unable to meet all human resource needs. There is a problem of inadequate right number of people to carry out the essential duties. They lack sufficient employees for production and render delivery of services as demanded by the customers in terms of service delivery, industrial production, capacity utilization which affects the performance negatively.

This had contributed heavily to high labor turnover and low company growth as new ideas and opportunities for expansion were blocked by an unsound HR planning system. Areas cited were lack of **good and sound job specification and description to guide the HR planning.** This was because the jobs under advertisement were not clearly described. The employee roles were not clearly specified and many applicants came for interviews without knowing what the jobs required.

Therefore, Ntake Group of Companies through human resource planning policies should introduce and institutionalize effective human resource plans to proactively forecast the actual numerical strength of manpower needs of the organization if the intension is to increase productivity and performance.

It is against this background, that this researcher sought to analyse the Human Resource Planning and its influence on performance in Ntake Group.

**Purpose of the Study**

The purpose of this study was to examine the role of human resource planning on performance of privately owned enterprises in Uganda, focusing on Ntake Group as a case study.

#

# Objectives of the Study

The following are the main specific objectives of the study

1. To establish whether Ntake Group of companies has sound HRP policies and procedures to ensure effective performance.
2. To assess how sound allocation of HR resource increase sales in Ntake Group of Companies.
3. To establish whether Human Resource forecast enhances performance of Ntake Group.

# Research Questions

The following are the research questions used in this study.

1. How does Ntake Group ensure sound HRP policies and procedures for effective performance?
2. How does sound allocation of HR resource increase sales in Ntake Group of Companies?
3. How does Ntake Group of companies ensure that HR forecast enhance performance?

# Research Hypothesis

The following was the hypothesis of the study

**Ho:** There is no significant relationship between human resource planning and organizational performance of Ntake Group.

**H1:** There is significant relationship between human resource planning and organizational performance of Ntake Group.

# Scope of the Study

The study focused on HR Planning and Organizational Performance in privately owned enterprises, focusing on Ntake Group of companies. The study majorly focused on different areas of HRP and these include HRP policies and procedures, allocation of resources and labor or employee forecasting to ensure performance. Ntake Group of Companies Headquarters is found in Kampala district and the company is working in Food Retailers, Bakers business activities. The study focused on the period of three (3) years i.e. 2015 – 2018, during this period Ntake companies faced problems resulting from poor HRP policies implementation, unsound allocation of resources and sales increase and improper HR forecasting.

**Significance of the Study**

This study was significant to the following stakeholders:

**Ntake Management**

The findings of the study may be used by the management of Ntake Group of Companies to assess their weaknesses and strengths as far as human resource and performance.

**Scholars / Researchers**

Upon completion, the study may avail students and other researchers who can expand it by conducting research in the same field, hence research is a continue circle, other research would find this one as a contribution to further researches so as to provide more information on this topic. This study may provide a better understanding and is expected to contribute to the already established knowledge on the impact of effective human resource planning on organization performance. The academics, this includes lecturers, teachers, researchers and students would find this study as a good reference material for related and further studies on this issue.

**Other Organizations**

The study provided general information to other organizations to check their policies and procedures so as to formulate good human resource planning that will enable the company to improve on their performance.

The study may be beneficial to other private enterprises, in the sense that it tend to expose all forms of challenges and prospects they are likely to encounter with the human resource planning. Regulatory Bodies may find this study to be of immense use because they will know to what extent corporate entities recruit effective human resource. In addition to the above, a lot of work is written as a result of the endless argument on the impact of effective human resource on organization performance. This study is another contribution to the existing work on the study of the impact of effective human resource on organization performance.

# Setting of the Study

**In 1978, a small family bakery began a journey that would turn it into a national, multi-faceted enterprise. Spotting a need in the Ugandan market, husband and wife Gaster and Edith Lule began baking and selling breakfast cakes; almost 40 years later, the Ntake Group is now a formidable entity with its finger is many pies, in the food market and beyond.**

The business has grown and comprises of several production lines i.e. Bakery products, Mineral Water (Delta), Wheat Flour (Kaswa and Horse band), Tissue processing (AAA), Estates handling and Agriculture.  With continuous improvement and development of products, we seek to recruit a highly motivated, results oriented and dynamic professional.

The Ntake Group describes itself as a “dynamic company synonymous with professionalism, integrity, innovation and entrepreneurial flair.” It started small, as a simple medium-sized bakery with minimal machinery, but like many dreams once they are pursued, it grew. Today, they have grown into a multi-sector business that has not only manufactured breads and confectionary goods, but also provides purified drinking water and outside catering services. On top of this, it has moved beyond food altogether too also cover real estate, paper recycling, transport and haulage, general hardware and even bridal wear! This broad and desperate range of services was brought together under the Group through a combination of expansions and acquisitions, and is overseen by a committed and versatile management team working to make sure that no matter how wide-spread their success, the quality and focus from the couple’s early days in the bakery remain unchanged.

Ntake Bakery Company Limited was founded in 1978, supplying breakfast cakes for two years before branching out to a wider range of bread products. Since then, their output has skyrocketed from using 2kgs of wheat flour a day to an approximate 25 metric tons (on top of all their other products and services). Between 1984 and 1987, growing demand for their products prompted them to relocate. With the added space and facilities, Ntake Bakery branched out from cakes to become a fully-fledged bakery, despite still only have a modest 15 employees at this time.

However, between 1988 and 1995, the bakery kept growing, and with it, this demand for wheat flour. Around this time, the company chose to protect its assets by diversifying out of the food market, in case issues in the Uganda supply chain arose. They chose real estate, a vastly different operation, so that even if one sector suffered, the other existed to keep the company afloat. In retrospect, this choice was serendipity: as demand for their bakery products rose, issues with raw material supply did indeed occur as predicted, especially sugar, baking fat, and the all-important wheat flour. However, this diversification into real estate offered an opportunity. Having imported the wheat flour used in its products for years, Ntake realised that the tax levied on these imports was effectively pricing them out of competition, with many local bakers instead opting for regionally milled flour. Identifying this problem, and seeing that their supply was subject to unreliability, they decided to overtake their competition by taking their operations the next logical step further: milling their own flour.

In 1997, twenty years after beginning their business, Ntake began milling wheat flour with 50 metric tons a day production plan. The quality was exceptional for this manner of mill, and Ntake soon found that they were unable to keep up with the demand, both from their bakery’s needs and independent customers of the flour. To stay ahead, they invested in a 200-metric ton mill from Buhler in 1999 and more recently, installed a 300 metric ton machine.

This is just one of the many measures of Ntake Group’s growth. Beginning with just five employees, they now have over 500 individuals throughout their three bakery branches and other business interests. However, it is not in quantity that Ntake assess themselves. In fact, since the beginning, the Ntake slogan has been “Quality Before Quantity” – a mantra that explains how they rose from such small beginnings to a large and powerful enterprise. No matter how far their operations grow, quality remains the priority.

To protect product quality, Ntake understand that one must first ensure employee quality, and take good care of said staff. Vast though his team has become, Gaster talks fondly of his employees, harkening back to the family-run feeli ng of the company’s origins. “Because there are no educational institutions for the bakery industry here, we train most of our bakery production staff and we rely on them to produce the quality bakery products. We have one miller with a lot of experience, backed up by six others, of which three have received professional training from the United Kingdom and Switzerland. I am also particularly proud to have my four children as members of the staff.”

As well as treating their staff like family, and in fact having family amongst their staff, Ntake extend a similar family feeling to their customers. “We take pride in our energetic and long-term approach to relationships with employees, partners and clients.”With a solid consumer base already in place, some companies would rest there, but as shown by Ntake Group’s wide range of ventures, Gaster wasn’t content to leave it there. Instead, he created a dedicated sales and marketing department, and is continually looking into developing new products.

Ntake also think of new products and opportunities. Currently, we are putting up a new 300 metric ton twin wheat mill from Buhler A.G, Switzerland. We are also in the final stage of gaining council approval for an 18-floor commercial building in Kampala Business Centre. Finally, we are planning to open a new bakery branch in Jinja Town. All these investments will be fulfilled with the help of Standard Chartered Bank and our company assets. On completion, employment opportunities for our country will be greatly increased.”

Putting quality before quantity, Ntake Group has never-the-less grown to an impressive scale, not just in numbers of employees, but sheer range to products provided. It’s an incredible journey, remembering that the empire did not even begin as a full bakery. It is a testament to what can be achieved in business if the game is played correctly whether it is in moral dealings or product assurance; the Lules are a living testament to the fact that safeguarding quality and putting good practices first does not have to mean a loss of quantity. In fact, it can mean quite the opposite.

# Arrangement of the Study

The report was arranged in eight chapters. Chapter one contains the introduction; chapter two presents the study literature. Chapter three examines the methodologies to be employed in the study. Chapter four presents the findings on whether take Group of companies has proper HRP policies and procedures to ensure effective performance. Chapter five presents the findings on whether sound allocations of resources and sales increase of Ntake Group of Companies. Chapter six presents the findings on whether HR forecasting enhances performance of Ntake Group of Companies. Chapter seven presents the ways and means of consolidating the human resource planning and performance in Ntake Group of Companies. Chapter eight presents the summary, conclusion and recommendations of the study.

**CHAPTER TWO**

**STUDY LITERATURE**

**Introduction**

This chapter is made up of three sections, that is: literature survey, literature review, and the conceptual model. Section one focuses on Literature survey, which shows what others have covered about the similar problem, gaps left and how the current study intends to fill the gaps. This second section reviews literature outside Uganda with the aim of examining the models of Human resource planning which have been used to solve similar problems in other settings.

# Literature Survey

A survey of literature on the human resource planning and performance reveals that, there is hardly enough published local research on effective human resource planning. However the study revealed studies of Kaleebi (2011) and Nassazi (2012) as highlighted below;

Kaleebi (2011) carried out a study about the role of human resource planning in the management of performance in the public sector focusing on Uganda National Bureau of Standards (UNBS) as a case study. The findings of his study revealed that UNBS has a fair recruitment policy, it has not adequately carried out training and staff development programs, and there was lack of promotion. Based on the findings of the study, the researcher recommended better recruitment policies and methods, promotions, and staff development and training programs. However, Kaleebi in his study did not how sound allocation of resources increase sales. Therefore the current study is set to fill this gap.

Nassazi (2012) studied about the effects of training on employee performance, focusing on the local government sector in Uganda as case study. The study findings indicated that training programs have a clear effect on the performance of employees in local governments. Although Nassazi’s study was centered on the effects of training on employee performance in local governments, the study did not consider other human resource practices like good allocation of resources, forecasts, and HR planning policies. The current study intends to fill this gap.

The available studies have do not give an in-depth understanding of the relationship between Human resource planning and the performance of private companies in the Ugandan context. As a result of the inadequate research in the area, the study will seek to investigate the effect of human resource planning on the performance of private companies.

# Literature Review

The study on human resource planning is not unique to Uganda. It has been researched on by other writers outside Uganda. This section reviews models/theories that have been used to solve similar problems in both general and specific settings.

# Theoretical Review

An in-depth inquiry of relevant literature recognized that the concept of HRP is underpinned by resource based view (RBV) theory (Bowen and Ostroff, 2004). This is established by the fact that quite a huge portion of literary works on HRP have been sustained by RBV theory (e.g. Youndt, 2000).

**Resource-Based View (RBV) Theory**

The resource-based view theory (RBV) was put forward by Wernerfelt in 2004 and formalized/popularized by Barney in 2001. It suggests that organizations are heterogeneous (having varying parts) in nature as a result they possess diverse (human and non-human) resources. The resource-based view of the firm stresses distinctive and unique resources especially one that exists within the organization. Resource-based view (RBV) regards the organization as a bundle (or complete package) of resources (in various forms of man, money, material, machine, and measure), and proposes that their elements considerably affect the organization’s competitive advantage, and by inference, its increased performance (Barney, 2001; Wernerfelt, 2004).

The most noticeable among these resources are those that are valuable, scarce, rare, and difficult for competitors to mimic; such as intellectual capabilities, organization-wide specific knowledge, experiences, skills and aptitudes, abilities, and entrepreneurial and market orientation, etc. (Barney, 2001).

**The Human Resource Based View of Firms Theory**

The human resource based view of firms theory as put forward by Barney (2005), suggests that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. According to Barney, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage. A major part of any firm’s strength or weakness stem from the caliber of the people employed and the quality of their working relationships.

**Models of Human Resource Planning**

The following are the models of Human resource planning;

**1. Human Resource Planning Model**

According to Newstron (2003) avows that the human resources planning model encompasses three key elements: predicting the number of workers your company needs, analyzing if the supply of potential employees meets your demand and learning to balance the supply and demand cycles.

**a) Forecasting Staffing Needs:** There are several ways to forecast your business needs in order to predict how many workers need to run business and which roles these employees need to fill. Some of the factors to consider include the situation of the economy, local, regional and national, the internal business finances, the demand for products or services and the short- and long-term growth expectations for business (Newstron, 2003). To forecast staffing needs, take a look at existing staff and see which current employees are likely to transition into new position within the company. Also consider how many of employees may leave in search of outside opportunities.

**b) Evaluating Supply**: According to Newstron, (2003), evaluating the supply of employees includes a two-prong process: evaluating internal staff, which will occur as forecasting staffing needs, as well as external staff. Externally, companies need to evaluate the demographics of the workforce that is available. This can include factors such as education, mobility, the unemployment rate and state and federal government laws and regulations that can affect industry, business, existing and potential employees. Evaluating all of these factors helps determine if companies have access to the number and types of employees you need to fill your staffing forecasts.

**c) Balance Supply and Demand**: The final element of the human resources planning model is to determine how you are going to balance the demand companies have for employees with the supply of employees available. If companies have a shortage of employees, this will determine what type of recruiting efforts business will participate in to attract the employees it needs to fill needs within the company. It also requires companies to balance your full-time and part-time needs (Newstron, 2003).

**2. The Harvard Model**

The Harvard model claims to be comprehensive in as much as it seeks to comprise six critical components of HRM. The dimensions included in the model are: stakeholders, interests, situational factors, HRM policy choices, HR outcomes, long-term consequences and a feedback loop through. The outputs flow directly into the organization and the stakeholders.

**The Harvard Framework for HRM**

******Figure 2.1: Harvard Model**

**Source: Beer, Devanna (1984)**

A critical analysis of the model shows that it is deeply rooted in the human relations tradition. Employee influence is recognised through people motivation and the development of an organization culture based on mutual trust and team work. The factors above must be factored into the HR strategy which is premised on employee influences, HR flows, reward system etc. The outcomes from such a set up are soft in nature as they include high congruence, commitment, competencies etc. The achievement of the crucial HR outcomes has got an impact on long term consequences, increased productivity, organizational effectiveness which will in turn influence shareholder interests and situational factors hence making it a cycle.

It is thus important to note that the Harvard model is premised on the belief that it is the organization’s human resources that give competitive advantage through treating them as assets and not costs.

**HRP Policies and Procedures to Performance**

Wright (2011) avows that Human resource policies are continuing guidelines on the approach of which an organization intends to adopt in managing its people. They represent specific guidelines to HR managers on various matters concerning employment and state the intent of the organization on different aspects of Human Resource management such as recruitment, promotion, compensation, training, selections etc. They therefore serve as a reference point when human resources management practices are being developed or when decisions are being made about an organization's workforce.

Becker et al (2009) reflects that HR policies are developed by making decisions and taking actions on the day-to-day problems of the organization. The process of developing HR policies involves the assessment of the following factors: (1) Identify the purpose and objectives which the organization wishes to attain regarding its Human Resources department. (2) Analysis of all the factors under which the organization's HR policy will be operating. (3) Examining the possible alternatives in each area which the HR policy statement is necessary. (4) Implementation of the policy through the development of a procedure to support the policy. (5) Communication of the policy and procedures adapted to the entire organization. (6) Auditing the policy so as to reveal the necessary areas requiring change and (8) Continuous revaluation and revision of policy to meet the current needs of the organization.

Shyamala, (2014) noted that a good HR policy provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment. A procedure spells out precisely what action should be taken in line with the policies. Each organization has a different set of circumstances and so develops an individual set of human resource policies. The location an organization operates in will also dictate the content of their policies.

Lawler (2003) asserts that the establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance of its employees. For example, in order to dismiss an employee in accordance with employment law requirements, amongst other considerations, it will normally be necessary to meet provisions within employment contracts and collective bargaining agreements. The establishment of an HR Policy which sets out obligations, standards of behavior, and documents disciplinary procedures, is now the standard approach to meeting these obligations. HR policies provide frameworks within which consistent decisions are made and promote equity in the way in which people are treated.

Lawler further argues that HR policies can also be very effective at supporting and building the desired organizational culture. For example, recruitment and retention policies might outline the way the organization values a flexible workforce, compensation policies might support this by offering a 48/52 pay option where employees can take an extra four weeks holidays per year and receive less pay across the year.

According to Noe (2012), human resource management consists of deliberate organizational activities designed to improve employee productivity and administration through such means as recruitment, compensation, performance, evaluation, training, record keeping and compliance. HR policies should be developed for key HR management functions covering eight commonly accepted responsibilities and these include; Compensation and benefits; Labor management relations; Employment practices and placement; Workplace diversity; Health, safety and security; Human resources information systems; Human resource research and Training and development.

Cole, (2002) observed that the organisation invites its HR director to be part of the senior management group. The organisation has HR policies and strategies founded on the principle of fairness. This means fair rules, procedures and decisions that are applied fairly in each individual staff member’s case. Interpersonal communication is characterised by honesty, respect, dignity and politeness. The organisation develops, implements and evaluates HR policies and procedures that are intended to create a positive work environment.

Bowen and Ostroff, (2004) observed that the organisation promotes the importance of HR policies and procedures, particularly those relating to work relationships and acceptance of diversity, to all levels of the organisation. The organisation regularly monitors and reviews critical HR performance indicators including the quality of work relationships, staff wellbeing, organisational justice, openness to diversity and emotional climate. The organisation undertakes research to evaluate, monitor and develop staff.

**Sound Allocation of Resources increase sales**

Ichniowski (2007) defines allocation of resource as the distribution of available assets, funding, personnel, and other limited factors required for the operation of a company among functional areas. As companies place different priorities on functional areas such as accounting, research, production, customer service, and sales, examining a company's allocation of resources can be a key to evaluating it as a potential investment.

In HR, resource allocation is the assignment of available resources to various uses. In the context of an entire economy, resources can be allocated by various means, such as markets or central planning. In other words, resource allocation or resource management is the scheduling of activities and the resources required by those activities while taking into consideration both the resource availability and the project time

Human resource allocation is considered a relevant problem in business process management (BPM). The successful allocation of available resources for the execution of process activities can impact on process performance, reduce costs and obtain a better productivity of the resources (Ayer and Reeves, 2005). In particular, process mining is an emerging discipline that allows improvement of the resource allocation based on the analysis of historical data.

James et al (2007) presents that resource allocation is a plan for using available resources, for example human resources, especially in the near term, to achieve goals for the future. It is the process of allocating scarce resources among the various projects or business units.

Baron and Armstrong (2007) argue that resource allocation includes managing tangible assets such as hardware to make the best use of softer assets such as human capital. Resource allocation involves balancing competing needs and priorities and determining the most effective course of action in order to maximize the effective use of limited resources and gain the best return on investment.

Ama, (2006) indicates that resource allocation is the process of assigning and managing assets in a manner that supports an organization's strategic goals. In practicing resource allocation, organizations must first establish their desired end goal, such as increased revenue, improved productivity or better brand recognition.

Methods of Successful Resource Allocation

Ayer and Reeves (2005) states that considering how finding the right people to do the task at hand is the crux of successful resource management, effective resource allocation is of paramount importance. Resource allocation is the diligent deployment of resources on to tasks based on their skill set and timelines. However, managers are often forced to allocate resources by virtue of situations rather than strategic decisions. But adopting practices that promote healthy allocation can change everything.

Room for Strategic Reallocation: Ayer and Reeves (2005) reveals that allocation responsibilities seldom end with the first installment as reallocation is an unavoidable outcome of ad hoc requirements. But reallocation does not necessarily mean overloading work onto the same set of resources. Strategic reallocation lets organizations look for replacements and a few extra hands that can take on the additional responsibility. Such smart reallocation invariably depends on the all-round visibility of projects and resources. This is essential to keep firm workforce occupied optimally.

Diversify Skill Sets and Responsibilities: Ayer and Reeves (2005) argues that it always pays to have resources who have been trained in a wide range of skills or at least those who are accustomed to being placed onto different tasks. It is essential that organization recognize the secondary skill sets employees may have and nurture them. When faced with reallocation requirements that are likely to exceed capacity, this could easily solve immediate problems.

Easy Automated Resource Request Process: They further elaborated that, one of the most obvious hindrances to resource allocation process is often the convoluted process organization need to stick to while having a resource placed onto project or job.  Having to manually sift through resource pool or take phone/email requests from individual managers make it a very unyielding ride before organization can find the project resource you are looking for.

An automated process in a dedicated channel, independent of spreadsheets, changes everything. Automated resource requesting lets managers specify the skill sets, the level of competency and years of experience they are looking for along with timelines of the project. This directly reaches organization inbox or that of the resource manager in charge.

Optimal Utilization of the Benchmark: Having optimal utilization as the default status that reports achieve is the first sign that companies have healthy allocation habits. When resource utilization levels are optimal across the pool, it means companies are not over or under allocating onto its resources under any circumstances (Ayer and Reeves, 2005). As a result, the output that company resources deliver does not suffer as well.

All organizations have at least four types of resources that can be used to achieve desired objectives: financial resources, physical resources, human resources, and technological resources. Allocating resources to particular divisions and departments does not mean that strategies will be successfully implemented. A number of factors commonly prohibit effective resource allocation, including an overprotection of resources, too great an emphasis on short-run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks, and a lack of sufficient knowledge.

The real value of any resource allocation program lies in the resulting accomplishment of an organization's objectives. Effective resource allocation does not guarantee successful strategy implementation because programs, personnel, controls, and commitment must breathe life into the resources provided. Strategic management itself is sometimes referred to as a "resource allocation process."

**Human Resource Forecasting Enhances Performance**

This section will highlight evidence on objective three of the study;

Human resources (HR) forecasting involves projecting labor needs and the effects they’ll have on a business. An HR department forecasts both short- and long-term staffing needs based on projected sales, office growth, attrition and other factors that affect a company’s need for labor. In addition to forecasting the number and type of workers company need, HR planning includes analyzing the various costs and administrative work that go along with adding workers or downsizing.

Human resource forecasting is a process that helps an organization determines how many employees it will need in the future to meet its strategic goals. HR forecasting involves establishing what jobs the company will need to fill, what types of skills employees must have to do those jobs and what challenges the company will face as it works to meet its staffing needs. Human resource planning has become an essential component in identifying and planning for a company's changing personnel needs. The following are the steps for the HR forecasting process as mentioned by Biles, et al (2010).

One of the first steps in forecasting workforce availability is to take a closer look at the economic and population issues that affect employment. Uncertainty in the economy and labor market can make forecasting more difficult. Human resource professionals must consider factors such as the current unemployment rate and demographic composition of the local job market. For example, trends such as a significant number of young graduates entering the workforce at the same time increases the potential for filling some job positions at lower wages and salaries. Age, training and level of education are other factors that affect the talent available in the job market.

Learning more about the available workforce is just one element of the HR forecasting process. Organizations must examine their own human resource needs, which are dependent, in part, on the size and type of organization. Many organizations begin by collecting data from all departments. The next step is to assess the existing job positions within the organization. HR managers must take into account the types of jobs and number of employees performing in each class. After establishing what knowledge and abilities employees should possess to achieve the company’s long-term strategic goals, HR is responsible for evaluating the current skills of employees. This step helps determine if employees have the qualifications and expertise to satisfy the company’s future needs (Biles, et al, 2010).

HR must understand an organization’s present and future objectives in order to successfully forecast workforce demand that will support organizational strategies. In addition, human resources must anticipate the need for creating new positions and modifying current positions. Employee turnover rates place demands on organizations to improve employee retention and recruitment strategies. Knowing what kinds of labor are available in the job market is critical when it comes to filling vacant positions when employees retire; some are promoted to higher positions; and others leave to go work elsewhere (Biles, et al, 2010).

Biles, et al, (2010) further identified that forecasting is a systematic process of predicting demand and supply. Human resources forecasting seeks to secure the necessary number and quality of employees for a business to achieve strategic goals. Although forecasting techniques can be complex and full of statistical calculations, a more practical approach is just as effective and less difficult for a small business to implement. Demand and supply forecasting techniques use sales or production projections for the coming year as well as quantitative and qualitative assessments. Quantitative assessments identify “how many” and “when,” while qualitative assessments identify desired personal qualities and role-related qualifications.

Trend Analysis: Trend analysis is more appropriate for an existing business because it requires historical staffing data to make future staffing predictions. This creates a relationship between past and future staffing needs by linking the two using a performance or financial metric called an operational index. A service business, for example, might base future staffing requirements on the number of customers each customer service representative effectively handled in the past, while a retail business might compare sales volume per sales employee.

Ratio Analysis: A new businesses or one having less than five years of historical staffing data, often uses a ratio analysis forecasting technique. Ratio analysis uses elements called causal factors that can be linked to and help predict future staffing needs. A business might identify production or sales volume as a causal factor and estimate.

**Influence of Human Resource Planning on Performance**

It is widely held that proficient HR in organizations provides competitive advantage and the actual and appropriate management of human capital may be the ultimate determining factor for the performance (Ricardo and Wade, 2001; Youndt, 2000).

Suitable HRP enhance organizational effectiveness leading to increased output by identifying, attracting, and retaining manpower with the required knowledge, talents and capabilities and getting them to behave in a manner that will support the mission and predetermined objectives. Implying that the value of HRP depends on how it engenders and instill appropriate attitudes and behaviours in manpower in implementing workable output, bearing in mind that HR practices contribute to performance in general (Becker and Huselid, 2009; Liu et al. 2008). It is for this reason that organizations now believe that the capability of organizations to serve its intended purpose of the strategic management process largely depends on the extent of involvement of the HR function (Huselid, 2005; Ricardo and Wade, 2001).

Human resource planning contribute to organization success in the sense that, it ensures that an organization always have a concept of the job market and how it related to its failure. A company that refuses to engage in human resource in order to be proactive may find itself with a number of unfilled positions. I summarised that, human resource planning needs a continual process to help organizations to achieve its goals, though some jobs are still in demand during downturn, securing people with highly desirable skills will always be a challenge.

**Conceptual Framework**

A conceptual framework is an analytical tool with several variations and contexts. It can be applied in different categories of work where an overall picture is needed. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply.

 **Independent Variable Dependent Variable**

**Human Resource Planning**

* HRP Policies and Procedures
* Sound Allocation of Resources
* HR Forecasting

**Performance**

* Increased productivity
* Increased sales
* Production quality
* Innovation

**Moderate Variable**

* Organization culture
* Ethical conduct
* Policy framework

#

# Figure 2.4: A conceptual framework

**Source: Armstrong, 2005, Modified by Researcher, 2019**

This model has been developed from the review of related literature with regard to Human resource planning (HRP) and employee performance of private enterprises. As indicated in the model, HR planning taken as independent variable is reflected in such variables as; HRP policies and procedures, labor forecasting, proper allocation of resources, proper staffing and evaluation and feedback. The dependent variable which is performance is reflected by the following indicators: increased productivity, increased sales, production quality, Profit maximization and innovation. However, the moderating variables as portrayed in the model play a pivotal role in ensuring that human resource planning ultimately leads to good performance. These moderating variables also include; organization culture, ethical conduct, and policy framework.

**CHAPTER THREE**

**METHODOLOGY**

# Introduction

This chapter presents a detailed description of the methodology to be used in collecting relevant data to the study. It contains the research design, study population, sample size, data collection methods, data collection instruments, data processing, data presentation, and data analysis techniques.

# Research Design

The research design refers to the overall strategy that researcher choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring researcher effectively addressed the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. Research design was sorted into four i.e. research approach, research classification, research strategy and research duration.

# Research Approach

The study employed both qualitative and quantitative approaches basing on Ntake Group of Companies staff drawn from different departments. The quantitative approach to gathering information focuses on describing a phenomenon across a larger number of participants thereby providing the possibility of summarizing characteristics across groups or relationships. The qualitative approach to gathering information focused on describing a phenomenon in a deep comprehensive manner. This was generally done in interviews, open-ended questions, or focus group discussions. These research approaches intends to collect accurate data and facilitate in the analysis on human resource planning and employee performance of Ntake Group of Companies.

# Research Strategy

Research strategy is a general plan of how the research was done. This research was carried out in three months and research data was collected from the field that is to say from the case study, which was focused on the research topic, research objectives research questions. It is therefore useful where there is a need to gain a rich understanding of the context of the research and the process being enacted. It further involved interviews, questionnaires and documentary reviews (Amin, 2005).

# Research Duration

This study taken place as a snapshot and a representation of events over a given period of time, cross sectional research design was used in the study, this helped to gather data required from the managers, and the staff at large as indicated under the research schedule and it covered a period of 2015 to 2018.

# Research Classification

This study was classified in descriptive and explanatory designs. Descriptive research design was used in order to ascertain and be able to describe various characteristics of variables in the study. Explanatory research design was used at explaining the variables by associating it with the study and this was used because it clearly describe why and how the variables behaved the way they did.

The study used a cross sectional research design. This design was used to give a clear relationship between human resource planning and performance of private enterprises. This design is also good because it generates quick self-reports from the selected respondents under study. The qualitative and quantitative approaches were employed based on the Ntake Group of Companies staff drawn from different departments. These research were useful in collecting accurate data and they also facilitated the analysis of the relationships between study variables, that is, HR planning and employee performance in private enterprises.

This research study also used primary research method, and under primary research method, the researcher used focus group discussions. This study focused on face to face settings because it can reveal preliminary insight into hidden organizational phenomena. Face to face setting helped the researcher to distinguish the differences between symptoms and problems by revealing several unexpected factors of the problem.

# The Study Population

The study population consisted of 600 respondents drawn from the departments of administration and Management, Human Resource, finance and accounting, marketing, procurement, public relations, and casual laborers as shown in table 3.1:

# Table 3.1 Population

|  |  |
| --- | --- |
| **Category** | **Population** |
| Administration and Management | 10 |
| Human Resource | 05 |
| Finance and accounting | 25 |
| Marketing  | 60 |
| Procurement | 50 |
| Public Relations | 05 |
| Casual laborers | 445 |
| **Total**  | **600** |

**Source: Primary data**

# Sample Size

From the population of study, the sample size of 240 of the respondents were drawn from the Administration and management, Human Resource, Finance and Accounting, marketing, procurement, public relations and Casual Laborers. The distribution of the respondents is as shown in table 3.2.

# Table 3.2: Sample Size

|  |  |  |  |
| --- | --- | --- | --- |
| **Category** | **Population**  | **Sample Size** | **Sampling Technique** |
| Administration and Management | 10 | 10 | Census |
| Human Resource | 05 | 05 | Census |
| Finance and accounting | 25 | 25 | Census sampling |
| Marketing  | 60 | 50 | Random sampling |
| Procurement | 50 | 45 | Random Sampling |
| Public Relations | 05 | 05 | Census |
| Casual labourers | 445 | 100 | Random Sampling |
| **Total**  | **600** | **240** |  |

**Source: Primary Data**

# Sample Size Determination

The sample size of respondents is 240 as calculated using Neumann’s formulae as follows.

 n = N

 1+ N (e2)

Where: n = sample size,

 N = target population

 e = level of significance = e = 0.05 = e2 = (0.05)2 =0.0025

 n = 600
 1 + 600(0.05)2

 n = 600
 1 + 600(0.0025)

 n = 600
 1 + 1.5

 n = 600
 2.5

 **n = 240**

# Sampling Procedure

Sampling is a process or technique of choosing a sub-group from a population to participate in the study; it is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected (Ogula, 2005). There are two major sampling procedures in research. These include **probability** and non **probability sampling**.

**Probability Sampling Procedure**

With probability sampling, the researcher determined the chance or probability of an element being included in the sample. This method gave each and every member of the population an equal chance of being selected for the sample. Examples of probability sampling include simple random sampling, stratified sampling and cluster sampling from which the researcher selected the suitable sampling techniques for this study.

# Non-probability Sampling Procedure

With non-probability sampling, the researcher determined only those elements researcher deems important for the study to be included in the sample. This method gives the researcher the mandate to select out only those members that is important for consideration in the sample. Examples of non-probability sampling include; purposive sampling and multi-stage sampling and others from which the researcher selects the suitable sampling techniques for this study.

# Sampling Methods

Purposive and random sampling methods were used to select the sample.

Purposive sampling involved selecting a certain number of respondents based on the nature of their work in relation to HR planning and organization performance in Ntake Group of Companies.

Random sampling involved selecting respondents from the population listing by chance. In this way, every member had an equal chance of being selected.

# Census

A census is a study of every unit, everyone or everything, in a population. It is known as a complete enumeration, which means a complete count. What is a sample (partial enumeration)? A sample is a subset of units in a population, selected to represent all units in a population of interest. The researcher considered all employees in important departments and these include (10) Administration and Management staff, (05) Human Resource staff and (25) Finance and Accounting staff.

**Demographic Characteristics of the Respondents**

This section brings out the different categories of respondents depending on age, gender, education, period worked and department worked in by the respondents.

# Age of Respondents

Respondents were asked to reflect their ages and the results are shown in table 3.3.

# Table 3.3: Age of Respondents

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | 20-25 years | 56 | 23.3 |
| 26 - 30 years | 60 | 25.0 |
| 31 - 35 years | 47 | 19.6 |
| 36 - 40 years | 26 | 10.8 |
| 41 - 45 years | 29 | 12.1 |
| Above 46 years | 22 | 9.2 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Results in table 3.3 reveal that the majority 60(25%) of the respondents were between 26 and 30 years, 56(23.3%) were between 20 and 25 years, 47(19.6%) were between 31 and 35 years, 26(10.8%) were between 36 and 40 years, 29(12.1%) were between 41 and 45 years and 22(9.2%) were above 46 years. These are the most active dynamic group, and were capable of providing reliable data, the researcher used to make a report.

# Gender of Respondents

The gender of the respondents was summarized in the table 3.4.

# Table 3.4: Gender of Respondents

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Male | 158 | 65.8 |
| Female | 82 | 34.2 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

As shown in table 3.4, 158(65.8%) were male and 82(34.2%) were female. This shows that both male and female respondents were considered in this study. The inclusion of both sexes targeted collecting data from both sexes so as to avoid biased reporting.

# Highest Academic Qualifications of Respondents

The highest academic qualifications of the respondents were summarized in the table 3.5.

# Table 3.5: Highest level of education attended by the Respondents

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Certificate | 33 | 13.8 |
| Diploma | 65 | 27.1 |
| Undergraduate Degree | 132 | 55.0 |
| Masters | 10 | 4.2 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Table 3.5, 33(13.8%) of respondents had certificates, 65(27.1%) had diplomas from different accounting and finance courses, 132(55%) had degrees, and 10(4.2%) had masters. The majority of the respondents were technically capable of providing accurate and reliable information.

# Department of deployment of Respondents

The departments of deployment of the respondents were summarized in the table 3.6.

# Table 3.6: Department of deployment of Respondents

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Administration | 42 | 17.5 |
| Accounts and Finance | 62 | 25.8 |
| Procurement | 31 | 12.9 |
| Marketing / Sales | 38 | 15.8 |
| Public Relations | 67 | 27.9 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Table 3.6 present that 42(17.5%) of the respondents were from administration department, 62(25.8%) were from accounts and finance department, 31(12.9%) were from procurement department, 38(15.8%) were from marketing and sales department and 67(27.9%) were from public relations. These are the most active dynamic departments, capable of providing reliable data.

# Years in Service

The table 3.7 presents respondents’ years in service.

# Table 3.7: Years in Service

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
| Valid | 1 - 5 Years | 55 | 22.9 | 22.9 |
| 5 - 10 Years | 56 | 23.3 | 46.3 |
| 10 - 15 Years | 48 | 20.0 | 66.3 |
| 15 - 20 Years | 71 | 29.6 | 95.8 |
| 20 Years and above | 10 | 4.2 | 100.0 |
| Total | 240 | 100.0 |  |

Source: Field Data, 2019

In table 3.7 above, 55(22.9%) of the respondents had worked for between 1-5 years, 56(23.3%) had worked for 5-10 years, 48(20%) had worked for 10-15 years and 71(29.6%) having worked for more than 15 – 20 years with Ntake Group of Companies. This is an implication that the majority of respondents are capable of providing information concerning HR Planning and Performance of Ntake.

# Data Collection Procedure

The researcher proposes to obtain an introduction letter from the School of Business Administration which was presented to the administration of Ntake Group of Companies for permission to carry out this research.

# Data Collection Methods

In this study, two types of data were used; the primary data and the secondary data. The primary data was obtained from primary sources by use of interviews, and questionnaires. Secondary data was obtained from secondary sources that involved the analysis of various internal and external documents in order to obtain the information and other sources that are necessary for the production of the final report. The data collection methods to be used are described below:

# Interviewing

Interview means face to face interaction between the interviewee and the interviewer. The interviews were held with those respondents identified purposely crucial to the provision of explanations to the topic under study. The questions for the interview were both open-ended and closed. The open-ended questions gave chance to more discussions, while the closed questions were asked for particular responses. The interview method helped the researcher to collect additional views from respondents on the topic under study. The questions were filled on spot and the respondents were interviewed from their offices to save time.

# Questionnaires

A Questionnaire with close ended questions using Likert scale of measurement was used to collect data from respondents. The Likert scale range from ‘1’ for strongly disagree, ‘2’ for disagree, ‘3’ for not sure, ‘4’ for agree and ‘5’ for strongly agree. This method was used because it is easy to administer, and it allowed literate respondents to give their views without fear. The researcher physically delivered the questionnaires to the selected respondents and these include administrators, Human resource staff, finance and accounting staff, marketing, procurement, public relations and casual laborers and picked them after one week, this enabled the respondents to have ample time to understand and fill.

# Review of related and existing documents

This instrument was done in order to get data from records of the company on HR recruitment policy and performance. Company official documents such as HR Manuals, books on labour policy, minutes of meetings, and administrative reports, finance and accounts reports and performance reports were used. The secondary data was gathered from published books, research reports, journal and newspaper articles and internet. These provided information needed in the study and writing of the final report.

**Data Collection Instruments**

# Questionnaires

This study used structured questionnaires designed by the researcher in order to collect relevant data. Open-ended questionnaires were used in order to supplement each other. The close-ended questionnaires were used to get information that is definite on HR planning and performance of Ntake Group of Companies. The researcher submitted questionnaire to 240 employees and these include administrators, managers, Human resource staff, finance and accounting staff, marketing, procurement, public relations and casual laborers.

# Interview Guide

The research was carried out with personal interviews to complement data collected using the questionnaires. The interview guides were used to ensure consistency and uniformity of the questions asked so as to ensure reliability of the findings of the study. The interviews lasted for about 15 minutes with each respondent in a bid to probe deeply the various developments with regard to HR planning and performance as well as various procedures put in place to ensure effective human resource process. The researcher interviewed (10) administrators and managers, (05) Human Resource Staff and (05) Public Relations Staff.

# Validity and Reliability of Instruments

The interview guide was constructed to obtain a systemic coverage of the topic, with a keen focus on the study objectives in order to ensure content validity. Saunders et al, (2009) reveal that validity is the degree of accuracy to which data collection method measures what it intend to measure or the extent to which research findings are about or what they claim to be about. To increase validity, the interview questions were framed in a very clear and concise manner to make sure each question measures each variable at a time. Also, the open / ended questions give respondents the chance to give detail responses in their own words. This was supported by preceding questions during the interview and overview discussions at the end of every interview to minimize any threats of misunderstanding or wrong interpretation. Moreover, major concepts in the questions were defined to avoid misinterpretations by the participants.

Reliability aimed at demonstrating that the data gathered if repeated gives the same results. The goal when discussing reliability is to minimize the errors and biases in the case study. The researcher endeavored to avoid subjectivity in the research by maintaining a high level of consistency during the interview. This ensured by the establishment of the interview guide that was appendix 2. The interview questions were reframed and some were added out of the lessons from the pilot study. Saunders et al, (2009) notes that, bias is an important threat to reliability, therefore to increase objectivity both to the researcher and interviewees, the anonymity of the respondents were guaranteed.

# Data Processing

Data processing involved scrutiny of the responses given on the questionnaires by different respondents. Data was sorted, edited, and interpreted. The coding and tabulation of the data obtained from the study was followed. Quantitative data was summarized and presented using descriptive statistics like tables. These enabled quick reading and understanding of the data. The frequency tables with percentages aimed at giving a visual impression to the readers.

# Data Analysis

Data was analyzed using various statistical techniques. Regression analysis and Pearson’s coefficient of correlation was carried out using the statistical package for social scientists (SPSS) in order to test the relationship between the independent variable and the dependent variable, that is, HR planning and performance of Ntake Group of Companies.

# Ethical Considerations

The researcher ensured that access to data is only through the permission of the concerned authorities. The collected data was protected from unofficial access and only refined data for research purpose was presented.

# Limitation of the Study

# Financial Resources Constraints: Financial resource constraints because of being a student and not having enough finance to effectively carryout the study. This was solved by soliciting for funds from friends and relatives as well as personal savings.

Inadequate Time: The researcher also realized that his budgeted time to investigate the research problem and to measure change or stability within the sample was constrained by the due date of his assignment. The researcher knew that the topic requires an excessive amount of time to complete the literature review, apply the methodology, and gather and interpret the results. To overcome this problem however, the researcher used weekends also useful in conducting the research.

# CHAPTER FOUR

# HUMAN RESOURCE PLANNING POLICIES AND PROCEDURES

# Introduction

This chapter focuses on the results of the first objective of the study which sought to establish whether Ntake Group of Companies has proper Human Resource Planning Policies and Procedures to ensure performance.

# Ntake Group of Companies has sound HR planning policies and procedure

The human resource is a management which designs or plans all the employment related policies and procedures for the welfare of the employees and their employment. Respondents were asked whether Ntake Group of Companies has sound HR planning policies and procedure to ensure performance and their responses were; 38(15.8%) strongly disagree, 36(15%) disagreed, 15(6.3%) were neutral, 102(42.5%) agreed and 49(20.4%) strongly agreed as shown in table 4.1.

# Table 4.1: Ntake Group of Companies has sound HR planning policies and procedure

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 38 | 15.8 |
| Disagree | 36 | 15.0 |
| Neutral | 15 | 6.3 |
| Agree | 102 | 42.5 |
| Strongly Agree | 49 | 20.4 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Result of findings in table 4.1 indicate that 151(62.9%) of the respondents agreed that Ntake Group of Companies has sound HR planning policies and procedure to ensure effective performance in all activities or services. This implies that these human resource management policies provide guidelines regarding employment policies of the Ntake Group. Though, 15(6.3%) were not sure on the statement and 74(30.8%) of the respondents disagreed. therefore all staff of Ntake should comply with HR policies and procedures to ensure effective performance in all sectors.

# Compliance with HR Planning Policies and Procedures

Having the right set of policies and forms at the workplace is very much important. This helps in maintaining transparency between the employers and employees, which turns beneficial in the long run. On the question whether Ntake Group of Companies complies with HR planning policies and procedure to ensure performance; their responses were: 25(10.4%) strongly disagreed, 37(15.4%) disagreed, 19(7.9%) were neutral, 92(38.3%) agreed and 67(27.9%) strongly agreed as presented in table 4.2.

# Table 4.2: Compliance with HR Planning Policies and Procedures

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 25 | 10.4 |
| Disagree | 37 | 15.4 |
| Neutral | 19 | 7.9 |
| Agree | 92 | 38.3 |
| Strongly Agree | 67 | 27.9 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Findings in table 4.2 reveals that the majority 159(66.2%) of the respondents were in agreement that Ntake Group of Companies complies with Human Resource Planning Policies and procedure to ensure performance. This shows that complying with HR Planning Policies and Procedures has led to effective performance of Ntake Group of Companies, while 19(7.9%) of the respondents were not sure and 62(25.8%) of the respondents disagreed. This implies that some of few employees fail to comply with regulated HRP policies and procedures which results into poor performance.

# HR planning policy sets out obligation and standards of behavior

Human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess, and reward the members of their workforce. When respondents were asked whether HR planning policy sets out obligation and standards of behavior to ensure performance, their responses wee; 38(15.8%) strongly disagreed, 39(16.3%) disagreed, 20(8.3%) were neutral, 55(22.9%) agreed and 88(36.7%) strongly agreed as presented in table 4.3.

# Table 4.3: HR planning policy sets out obligation and standards of behavior

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 38 | 15.8 |
| Disagree | 39 | 16.3 |
| Neutral | 20 | 8.3 |
| Agree | 55 | 22.9 |
| Strongly Agree | 88 | 36.7 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

According to findings in table 4.3, 143(59.6%) of the respondents were in agreement that HR planning policy sets out obligation and standards of behavior to ensure performance. This is an implication that these policies helped Ntake Group of Companies demonstrate, both internally and externally, and meet the requirements for diversity and ethics in relation to regulation and corporate governance of its employees. However, 20(8.3%) were not sure and 77(32.1%) of the respondents were in disagreement. *In an interview held with Mr. Geoffrey Ssentogo, HR Manager at Ntake, reveals that these policies are organized and disseminated in an easily used form, and serve to preempt many misunderstandings between employees and employers about their rights and obligations in the business place, thus improved performance.*

# HR department identifies the purposes and objectives

Respondents were asked HR department identifies the purposes and objectives of Ntake Group of Companies and their responses were; 34(14.2%) strongly disagreed, 48(20%) disagreed, 21(8.8%) were neutral, 59(24.6%) agreed and 78(32.5%) strongly agreed as shown in table 4.4.

# Table 4.4: HR department identifies the purposes and objectives

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 34 | 14.2 |
| Disagree | 48 | 20.0 |
| Neutral | 21 | 8.8 |
| Agree | 59 | 24.6 |
| Strongly Agree | 78 | 32.5 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Findings in table 4.4 indicate that 147(57.1%) of the respondents were in agreement that Human Resource department identifies the purposes and objectives of Ntake Group of Companies. This implies that this department provide clear communication between Ntake and its employees regarding their condition of employment; form a basis for treating all employees fairly and equally; set of guidelines for supervisors and managers, create a basis for developing the employee handbook; establish a basis for regularly reviewing possible changes affecting employees and also form a context for supervisor training programs and employee orientation programs. The findings further revealed that 21(8.8%) were not sure and 82(34.2%) of the respondents disagreed, this means that sometime officials in HR department fail to fulfil identified purposes and objectives of Ntake Group of Companies.

# Recruitment and retention policies outline the organization value

Recruitment and retention are two human resources functions that require strategic thought and planning. Recruitment and retention policies outline the organization value to ensure performance and their responses were; 46(19.2%) strongly disagreed, 17(7.1%) disagreed, 15(6.3%) were neutral, 56(23.3%) agreed and 106(44.2%) strongly agreed as shown in table 4.5.

# Table 4.5: Recruitment and retention policies outline the organization value

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 46 | 19.2 |
| Disagree | 17 | 7.1 |
| Neutral | 15 | 6.3 |
| Agree | 56 | 23.3 |
| Strongly Agree | 106 | 44.2 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Result of findings in table 4.5 present that 162(67.5%) of the respondents agreed that recruitment and retention policies outline Ntake value to ensure performance. This is a clear indication that these policies are able to recruit and retain the best staff for each post; considers other potential issues and mechanisms to achieve effective recruitment and retention of staff. It was also found out that these policies applies to all current and prospective members of staff including those on fixed term contracts, whereas 15(6.3%) were not sure and 63(26.3%) of the respondents disagreed. This reveals that recruitment and retention policies do not include all Ntake Group values. Therefore, recruitment and retention processes should fundamentally be about matching human capital to the strategic and operational needs of Ntake Group of Companies and ensuring the full-utilisation and continued development of these resources, thus improved performance.

# Regulatory framework

Respondents were asked whether Ntake Group regulatory framework includes legislation and whole-of- government HR policies and procedures and their responses were; 43(17.9%) strongly disagreed, 19(7.9%) disagreed, 47(19.6%) were neutral, 85(35.4%) agreed and 46(19.2%) strongly agreed as indicated in table 4.6.

# Table 4.6: Regulatory framework

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 43 | 17.9 |
| Disagree | 19 | 7.9 |
| Neutral | 47 | 19.6 |
| Agree | 85 | 35.4 |
| Strongly Agree | 46 | 19.2 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Findings in table 4.6 indicate that 131(54.6%) of the respondents were in agreement that Ntake Group regulatory framework includes legislation and whole-of-government HR policies and procedures. This is an implication that Ntake Group of Companies comply with all employment, health and safety and other relevant legislation applicable to the jurisdiction where the organization operates. This includes state and local laws that pertain to various areas of HR such as recruitment, benefits, labor relations and termination. However, 47(19.6%) of the respondents were not sure and 62(25.8%) of the respondents disagreed. Therefore, keeping up-to-date with legislation ensures that the organization like Ntake Group remains compliant and avoids costly penalties.

# HR planning policies are effective at supporting and building the desired goals

HR planning forms an integral part of any organization and it ensures that an organization succeeds in achieving all its targets. When respondents were asked whether HR planning policies are effective at supporting and building the desired organizational goals to improve performance, their responses were; 31(12.9%) strongly disagreed, 37(15.4%) disagreed, 18(7.5%) were neutral, 97(40.4%) agreed and 57(23.8%) strongly agreed as reflected in table 4.7.

# Table 4.7: HR planning policies are effective at supporting and building the desired goals

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 31 | 12.9 |
| Disagree | 37 | 15.4 |
| Neutral | 18 | 7.5 |
| Agree | 97 | 40.4 |
| Strongly Agree | 57 | 23.8 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Table 4.7 reveals that the majority 154(64.2%) of the respondents generally agreed that human resource planning policies are effective at supporting and building the desired organizational goals to improve performance. This reveals that HRP Policies incorporate the human resource needs in the light of Ntake Group goals; ensure that it has the right number of people and the right kind of people at the right time doing work for which they are most suitable. However, 18(7.5%) were not sure and 68(28.3%) of the respondents were in disagreement with the statement. this means that adequate flexibility should be maintained in human resource planning policies to suit the changing needs of the organization.

# Management always sticks to the established HR standards

Human resource standards are equitable, consistently applied, and in compliance with applicable laws and regulations. Respondents were asked whether management always sticks to the established HR standards and their responses were; 27(11.3%) strongly disagreed, 98(40.8%) disagreed, 26(10.8%) were neutral, 61(25.4%) agreed and 28(11.7%) strongly agreed as revealed in table 4.8. tiresome

# Table 4.8: Management always sticks to the established HR standards

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 27 | 11.3 |
| Disagree | 98 | 40.8 |
| Neutral | 26 | 10.8 |
| Agree | 61 | 25.4 |
| Strongly Agree | 28 | 11.7 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Result of findings in table 4.8 present that 125(52.1%) of the respondents were in disagreement that management always sticks to the established HR standards. This means that HR department does not stick on the regulated standards sometimes. Though, 26(10.8%) were not sure whether Ntake Management always stick to the established HR standards or not and 89(37.1%) of the respondents were in agreement, this is an implication that the management is intended to inspire, educate and support board members, managers and employees with regard to the fundamental role HR management policies and practices to ensure effective performance.

# Staff in HR department is well trained in handling and maintaining HR process

HR Process is fundamentally the primary and most essential piece of Human Resource division of any Company. The complete process determines the way and procedure how the company will run.  Respondents were asked whether Staff in HR department is well trained in handling and maintaining HR process in Ntake Group of Companies and their responses were; 59(24.6%) strongly disagreed, 14(5.8%) disagreed, 9(3.8%) were neutral, 81(33.7%) agreed and 77(32.1%) strongly agreed as shown in table 4.9.

# Table 4.9: Staff in HR department is well trained in handling and maintaining HR process

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 59 | 24.6 |
| Disagree | 14 | 5.8 |
| Neutral | 9 | 3.8 |
| Agree | 81 | 33.7 |
| Strongly Agree | 77 | 32.1 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

According to findings in table 4.9, 158(65.8%) of the respondents agreed that Staff in Human Resource department is well trained in handling and maintaining HR process in Ntake Group of Companies. This implies that the whole HR process of Ntake Group of Companies is always monitored and required changes are made from time to time to ensure performance. Though, 9(3.8%) of the respondents were not sure and 73(30.4%) of the respondents were in disagreement. This reveal that some officials in human resource department are not well equipped with adequate skills in training and maintaining human resource process such as onboarding process, grievance redressal process and exit process. Therefore, it is very necessary that Ntake Group should have strong and keep HR process to guarantee effective performance.

# Transparency between the employers and employees in Ntake Group

When an organization is more transparent with their employees they tend to be more successful. This type of environment leaves employees feeling valued. Respondents were asked whether HR planning policies helps in maintaining transparency between the employers and employees in Ntake Group and their responses were: 17(7.1%) strongly disagreed, 21(8.8%) disagreed, 81(33.8%) agreed and 121(50.4%) strongly agreed as revealed in table 4.10.

# Table 4.10: Transparency between the employers and employees in Ntake Group

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 17 | 7.1 |
| Disagree | 21 | 8.8 |
| Agree | 81 | 33.8 |
| Strongly Agree | 121 | 50.4 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Research findings in table 4.10 indicate that the majority 202(84.2%) of the respondents generally agreed that Human Resource planning policies helps in maintaining transparency between the employers and employees in Ntake Group of companies. This is an implication that transparency fosters a type of comfort that allows employees in Ntake to communicate effectively and thus progress. Though, 38(15.8%) of the respondents were in disagreement. Therefore, HR department should focus on transparency in all service because it creates trust between employers and employees, helps improve morale and lower job-related stress while increasing employee engagement and boosting performance.

# TESTING HYPOTHESIS 1

The hypothesis was tested in order to establish whether proper HRP policies and procedures to ensure effective performance in Ntake Group of Companies or not, Pearson Correlation, model summary and regression analysis were used.

# Correlations

# Results of the correlation analysis revealed that there is a significant and positive relationship between HRP policies and procedures and performance in Ntake Group, (r=0.787, P<0.00). This implies that Ntake Group of Companies has sound HR planning Policies and Procedures; it was also revealed that Ntake Group of Companies complies with HR planning policies and procedures and HR planning policies are effective at supporting and building the desired Ntake goals to improve performance.

# Table 4.11: Correlations between HRP Policies and Procedures

|  |  |  |
| --- | --- | --- |
|  | HRP Policies and Procedures | Performance |
| HRP Policies and Procedures | Pearson Correlation | 1 | .787\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 240 | 240 |
| Performance | Pearson Correlation | .787\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 240 | 240 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

# Model Summary

Human Resource Planning Policies was used as the independent variable and dependent variable as performance of Ntake Group of Companies. It was established that there is a significant relationship between the two variables. The observed value of 0.619 8or 61.9% of R square is significant and positive; this means that the company has policies and procedures in place; Ntake Group of Companies complies with all HRP Planning policies and procedures to ensure performance.

# Table 4.12: Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .787a | .619 | .617 | .69146 |
| a. Predictors: (Constant), HRP Policies and Procedures |

# Analysis of Variance (ANOVA)

The analysis-of-variance (ANOVA) table 4.13 was used to test the equivalent positive hypothesis, the F=8944.599, p<0.000 there is a linear regression relationship between HRP policies and procedures and performance in Ntake Group of Companies. The result indicates that HRP policies and procedures outlines the organization values, thus improved performance.

# Table 4.13: ANOVAa

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | Df. | Mean Square | F | Sig. |
| 1 | Regression | 7108.215 | 1 | 7108.215 | 8944.599 | .000b |
| Residual | 189.137 | 238 | .795 |  |  |
| Total | 7297.352 | 239 |  |  |  |
| a. Dependent Variable: Performance |
| b. Predictors: (Constant), HRP Policies and Procedures |

# Coefficients

Performance was used as the dependent variable and HRP policies and procedures as independent variable. It was established that the independent variable (ß=0.787, t=14.700, P<0.000), this indicates that Ntake Group of Companies has quality HRP policies and procedures, quality HR rules and regulations, effective designed apposite objectives, proper HR planning and management, this has influenced improved performance in Ntake Group of Companies.

# Table 4.19: Coefficientsa

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | 2.215 | .151 |  | 14.700 | .000 |
| HRP Policies and Procedures | .479 | .005 | .787 | 74.576 | .000 |
| a. Dependent Variable: Performance |

# CHAPTER FIVE

# SOUND ALLOCATION OF RESOURCE INCREASE SALES OF NTAKE

# GROUP OF COMPANIES

# Introduction

This chapter analyses, presents and interpret finding on the second objective of the study which sought to establish the relationship between sound allocation of resources and sales increase in Ntake Group of Companies. Descriptive statistics such as frequency tables with percentages were used to analyse data collected on this objective.

# Systematic approach in managing Ntake Group resources

Respondents were asked whether there is a systematic approach in managing Ntake Group resources and their responses were; 29(12.1%) strongly disagreed, 24(10%) disagreed, 19(7.9%) were neutral, 88(36.7%) agreed and 80(33.3%) strongly agreed as presented in table 5.1.

# Table 5.1: Systematic approach in managing Ntake Group resources

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 29 | 12.1 |
| Disagree | 24 | 10.0 |
| Neutral | 19 | 7.9 |
| Agree | 88 | 36.7 |
| Strongly Agree | 80 | 33.3 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Findings in table 5.1 indicates that 168(70%) of the respondents were in agreement that there is a systematic approach in managing Ntake Group resources. This implies that there is proper distribution of available assets, funding personnel and other limited factors required for the operation of Ntake among functional areas. However, 19(7.9%) were not sure and 53(22.1%) of the respondents disagreed. *In an interview held with staff in HR department of Ntake Group of Companies, they revealed that the company allocates all its resources such as employees, production, research, accounting, customer service to ensure performance.*

# Resource allocation allows strategy execution in Ntake Group

Resource allocation is the assignment of available resources to various uses. Respondents were asked whether resource allocation allows strategy execution in Ntake Group of Companies and their responses were; 22(9.2%) strongly disagreed, 13(5.4%) disagreed, 25(10.4%) were neutral, 97(40.4%) agreed and 83(34.6%) strongly agreed as depicted in table 5.2.

# Table 5.2: Resource allocation allows strategy execution in Ntake Group

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 22 | 9.2 |
| Disagree | 13 | 5.4 |
| Neutral | 25 | 10.4 |
| Agree | 97 | 40.4 |
| Strongly Agree | 83 | 34.6 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

From table 5.2, the majority 180(75%) of the respondents generally agreed that resource allocation allows strategy execution in Ntake Group of Companies. This implies that the real value of resource-allocation program lies in the resulting accomplishment of Ntake Group companies’ objectives. They further elaborated that the successful allocation of available resources for the execution of process activities impact on process performance, reduce costs and obtain better productivity of resources in the company. However, 25(10.4%) were not sure and 35(14.6%) of the respondents were in disagreement. *In an interview held with managers of Ntake, they revealed that in practicing sound resource allocation, Ntake Group of Companies establish employee desired goals such as increased revenue to ensure proper resource allocation, thus improved performance*.

# Proper planning in management of resources

Resource management is the process of pre-planning, scheduling, and allocating your resources to maximize efficiency. Respondents were asked whether there is proper planning in management of resources to ensure improved performance and their responses were: 23(9.6%) strongly disagreed, 23(9.6%) disagreed, 30(12.5%) were neutral, 120(50%) agreed and 44(18.3%) strongly agreed as shown in table 5.3.

# Table 5.3: Proper planning in management of resources

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 23 | 9.6 |
| Disagree | 23 | 9.6 |
| Neutral | 30 | 12.5 |
| Agree | 120 | 50.0 |
| Strongly Agree | 44 | 18.3 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

In table 5.3, the majority 164(68.3%) of the respondents were in agreement that there is proper planning in management of resources to ensure improved performance. This implies that resource management provides Ntake Group of Companies with an overview of everyone and everything and it makes planning and management transparent. They further argued that implementing proper resource planning practices has helped Ntake Group of companies with budgeting and forecasting its expenditure. Though, 30(12.5%) of the respondents were not sure and 46(19.2%) of the respondents disagreed. Therefore, resource management should provide transparency that’s help Ntake to avoid misunderstandings.

# Ntake Group has automated resource request process

Organizations of all sizes need a strategic plan to implement work process automation that takes on manual repetitive tasks.  Respondents were asked whether Ntake Group has automated resource request process and their responses were 16(6.7%) strongly disagreed, 37(15.4%) disagreed, 50(20.8%) were neutral, 65(27.1%) agreed and 72(30%) strongly agreed as presented in table 5.4.

# Table 5.4: Ntake Group has automated resource request process

|  |  |  |
| --- | --- | --- |
|  |  Frequency |  Percentage |
| Valid | Strongly Disagree | 16 | 6.7 |
| Disagree | 37 | 15.4 |
| Neutral | 50 | 20.8 |
| Agree | 65 | 27.1 |
| Strongly Agree | 72 | 30.0 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Research findings in table 5.4 reveals that 137(57.1%) of the respondents agreed that Ntake Group has automated resource request process. This means that some clients make their orders online using different platforms such as Facebook, telephone, emails, whatsapp, among others. This directly reaches organization inbox or that of the resource manager in charge. Though 50(250.8%) of the respondents were not sure whether Ntake Group has automated resource request process or not. This means that some employees are not informed on introduction automated resource request process. The findings also revealed that 53(22.1%) of the respondents disagreed. This indicates that even though automated resource request process was introduced but there is presence of ineffectiveness in its functionality.

# Ntake Group administrators efficiently track, manage, and secure all resources

Effective management of resources is an essential task for companies that are managing different projects. When respondents were asked whether Ntake Group administrators efficiently track, manage, and secure all resources and their responses were 26(10.8%) strongly disagreed, 38(15.8%) disagreed, 41(17.1%) were neutral, 68(28.3%) agreed and 67(27.9%) strongly agreed as presented in table 5.5.

# Table 5.5: Ntake Group administrators efficiently track, manage, and secure all resources

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 26 | 10.8 |
| Disagree | 38 | 15.8 |
| Neutral | 41 | 17.1 |
| Agree | 68 | 28.3 |
| Strongly Agree | 67 | 27.9 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

According to findings in table 5.5 reveals that 135(56.2%) of the respondents were in agreement that Ntake Group administrators efficiently track, manage, and secure all resources. This implies that resource allocation include managing tangible assets and balancing competing needs and priorities and determining. Respondents further revealed that proper allocation of resources establish desired end goals such as increased revenue and improved productivity. However, 41(17.1%) were not sure on the statement and 64(26.7%) of the respondents were in disagreement. This means that, sometime resource managers fail to track, manage and secure Ntake resource.

# Management monitors and oversees activities

Respondents were asked whether Ntake management monitors and oversees activities to assure staff is executing based on the written guideline and their responses were; 34(14.2%) strongly disagreed, 58(24.2%) disagreed, 22(9.2%) were neutral, 94(39.2%) agreed and 32(13.3%) strongly agreed as presented in table 5.6.

# Table 5.6: Management monitors and oversees activities

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 34 | 14.2 |
| Disagree | 58 | 24.2 |
| Neutral | 22 | 9.2 |
| Agree | 94 | 39.2 |
| Strongly Agree | 32 | 13.3 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

According to findings in table 5.6, the majority 126(52.5%) of the respondents were in agreement that Ntake management monitors and oversees activities to assure staff is executing based on the written guideline. This implies that management coordinate people and all activities within Ntake to achieve its goals. Though, 22(9.2%) of the respondents were not sure on the statement and 92(38.4%) of the respondents were in disagreement. *In an interview with managers of Ntake, they narrated management align human resources and business goals, re-engineering organization processes to ensure performance.*

# Ntake Group has technological resources to improve its performance

Technological resources are systems and tools required to effectively produce or create a product or service. Respondents were asked whether Ntake Group has technological resources to improve its performance and their responses were; 25(10.4%) strongly disagreed, 50(20.8%) disagreed, 19(7.9%) were neutral, 55(22.9%) agreed and 91(37.9%) of the respondents strongly agreed as revealed in table 5.7.

# Table 5.7: Ntake Group has technological resources to improve its performance

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 25 | 10.4 |
| Disagree | 50 | 20.8 |
| Neutral | 19 | 7.9 |
| Agree | 55 | 22.9 |
| Strongly Agree | 91 | 37.9 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Result of findings in table 5.7 reveal that 146(60.8%) of the respondents were in agreement that Ntake Group has technological resources to improve its performance. This is a clear implication that the company has people, information, tools, machines, capital and time, these technological resources aid production processes and service delivery in Ntake Group which has improved its performance in all departments. They further argued that the most important resource of technology is people. Without them, no product would be formed, and no service would be delivered; then energy; machines driven by energy are an invaluable resource in industries that rely on continuous and mass production. However, 19(7.9%) were not sure and 75(31.2%) of the respondents disagreed. Therefore, proper coordination of all technological resources should help Ntake Group to create products and deliver services efficiently and effectively.

# Human resource is properly managed to ensure productivity and performance

Human resources is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. When respondents were asked whether human resource is properly managed to ensure productivity and performance in Ntake Group of Companies, their responses were as; 10(4.2%) strongly disagreed, 42(17.5%) disagreed, 12(5%) were neutral, 86(35.8%) agreed and 90(37.5%) strongly agreed as depicted in table 5.8.

# Table 5.8: Human resource is properly managed to ensure productivity and performance

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 10 | 4.2 |
| Disagree | 42 | 17.5 |
| Neutral | 12 | 5.0 |
| Agree | 86 | 35.8 |
| Strongly Agree | 90 | 37.5 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Findings in table 5.8 present that 176(73.3%) of the respondents were in agreement that human resource is properly managed to ensure productivity and performance in Ntake Group of Companies. This implies that the company has a department involves in overseeing all things related to managing its human capital and these department includes the entire spectrum of creating, managing, and cultivating the employer-employee relationship which has boosted performance in Ntake Group of companies. Though 12(5%) were not sure and 52(21.7%) of the respondents were in disagreement. Therefore, HR department should effectively develop and oversee employee benefits and wellness programs and also promote employee career development and training to ensure improved performance.

# Ntake Group ensures good asset maintenance by setting schedules

Asset management is a systematic process of developing, operating, maintaining, upgrading, and disposing of assets in the most cost-effective manner. When respondents were asked whether Ntake Group of companies ensures good asset maintenance by setting schedules, their responses were; 29(12.1%) strongly disagreed, 30(12.5%) disagreed, 75(31.3%) agreed and 68(28.3%) strongly agreed as indicated in table 5.9.

# Table 5.9: Ntake Group ensures good asset maintenance by setting schedules

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 29 | 12.1 |
| Disagree | 30 | 12.5 |
| Neutral | 38 | 15.8 |
| Agree | 75 | 31.3 |
| Strongly Agree | 68 | 28.3 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

From table 5.9, the majority 143(60.6%) of the respondents were in agreement that Ntake Group ensures good asset maintenance by setting schedules. This is an implication that there is a work management framework consists of, identifying, planning, scheduling, executing and completing work. However, 38(15.8%) of the respondents were not sure and 59(24.6%) of the respondents were in disagreement. This means that sometime assets are not properly maintained accordingly to regulated asset management policies. Therefore, asset management should aim at reducing Ntake maintenance costs and increase reliability across client operations.

# Ntake Group has maintained sound financial resources to ensure performance

Financial resource is a term covering all financial funds of the organization.  Respondents were asked whether Ntake Group has maintained sound financial resources to ensure performance, their responses were; 18(7.5%) strongly disagreed, 20(8.3%) disagreed, 29(12.1%) were neutral, 97(40.4%) agreed, 76(31.7%) strongly agreed as presented in table 5.10.

# Table 5.10: Ntake Group has maintained sound financial resources to ensure performance

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 18 | 7.5 |
| Disagree | 20 | 8.3 |
| Neutral | 29 | 12.1 |
| Agree | 97 | 40.4 |
| Strongly Agree | 76 | 31.7 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

According to findings in table 5.10, the majority 173(72.1%) of the respondents were in agreement that Ntake Group of Companies has maintained sound financial resources to ensure performance. This is a clear indication that the management effectively manages its finance to attain the goals and objective of Ntake Group of Companies. The management used various type of budget to check that the financial resources of the Ntake are properly utilized and there is no wastage of resources, thus improved performance. However, 29(12.1%) were neutral and 38(15.8%) of the respondents disagreed. This indicates that some financial managers fail to comply with financial accounting and regulation policies which sluggish services sometime. *In an interview with financial manager, he revealed that effective financial management is vital for business survival and growth. It involves planning, organising, controlling and monitoring your financial resources in order to achieve Ntake objectives.*

# TESTING HYPOTHESIS 2

There is significant relationship between sound allocation of resources and sound allocation of resources and sales increase of Ntake Group of Companies or not. The hypothesis was tested with Pearson Correlation and regression analyses were used to test the hypothesis and the results are as shown below.

# Correlations

Correlation results revealed that there is a significant and positive relationship between sound allocation of resources and sales increase of Ntake Group of Companies, (r=.793, P<0.000). This implies that there is systematic approach in managing all resources. It was also revealed that management monitors and oversees activities to assure staff (human resource) is executing based on written guideline.

# Table 5.11: Correlations

|  |  |  |
| --- | --- | --- |
|  | Allocation of Resource and Sales increase | Performance |
| Allocation of Resource and Sales increase | Pearson Correlation | 1 | .793\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 240 | 240 |
| Performance | Pearson Correlation | .793\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 240 | 240 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

# Model Summary

The model summary reflected in table 5.12, show *R* square = 0.629 or 62.9%. The observed value of 0.793 or 79.3% is significant and positive; this means that Ntake Group of Companies has financial maintained sound financial, human and other forms of resources to ensure performance. The Adjusted R2 (.627) is the percentage of the variability in the Ntake performance that explain the linear regression. The result shows that there is proper allocation of resources to ensure improved productivity and performance.

# Table 5.12: Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .793a | .629 | .627 | .55273 |
| a. Predictors: (Constant), Allocation of Resource and Sales increase |

# Analysis of Variance (ANOVA)

The analysis-of-variance (ANOVA) table 5.14 was used to test the equivalent positive hypothesis, the F= 16889.602, p<0.000 there is linear relationship between independent variable and the dependent variable. The result indicates that sound allocation of resources and sales increase enhances performance in Ntake Group of Companies.

# Table 5.13: ANOVAa

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 7195.950 | 1 | 7195.950 | 16889.602 | .000b |
| Residual | 101.402 | 238 | .526 |  |  |
| Total | 7297.352 | 239 |  |  |  |
| a. Dependent Variable: Performance |
| b. Predictors: (Constant), Allocation of Resource and Sales increase |

# Coefficients

In table 5.14, Performance was used as the dependent variable and Human Resource Planning as independent variable. It was established that allocation of resource and sales increase (ß=0.793, t=129.960, P<0.000), this indicates that Ntake Group of Companies has systematic approach in managing, securing and tracking all resource, thus improved performance

# Table 5.14: Coefficientsa

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | -.352 | .128 |  | -2.745 | .007 |
| Allocation of Resource and Sales increase | .482 | .004 | .793 | 129.960 | .000 |
| a. Dependent Variable: Performance |

# CHAPTER SIX

# LABOR FORECAST ENHANCES PERFORMANCE OF NTAKE GROUP

# Introduction

This chapter analyses, presents and interpret finding on the third objective of the study which sought to establish how labor forecast enhances performances in Ntake Group of Companies. Descriptive statistics such as frequency tables with percentages were used to analyse data collected on this objective.

# HR department forecasts both short and long term staffing needs

Respondents were asked whether HR department forecasts both short and long term staffing needs and their responses were; 23(9.6%) strongly disagreed, 20(8.3%) disagreed, 17(7.1%) were neutral, 68(28.3%) agreed and 112(46.7%) strongly agreed as shown in table 6.1.

# Table 6.1: HR department forecasts both short and long term staffing needs

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 23 | 9.6 |
| Disagree | 20 | 8.3 |
| Neutral | 17 | 7.1 |
| Agree | 68 | 28.3 |
| Strongly Agree | 112 | 46.7 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Research findings in table 6.1 present that the majority 180(75%) of the respondents generally agreed that Human Resource department forecasts HR department forecasts both short- and long-term staffing needs based on projected sales, office growth, attrition and other factors that affect a company’s need for labor. However, 17(7.1%) of the respondents were not sure and 43(17.9%) of the respondents were in disagreement. *In an interview held with staff in HR Department, the company should forecast the number and type of workers needed and analyze the various costs and administrative work that go along with adding workers or downsizing to ensure effective performance.*

# HR forecasting process help to determine the number of employees needed

Human resource forecasting is the process of determining or predicting the needs of the company by means of data and models. Respondents were asked whether HR forecasting process help Ntake Group to determine the number of employees needed to improve strategic goal and their responses were; 10(4.2%) strongly disagreed, 14(5.8%) disagreed, 28(11.7%) were neutral, 82(34.2%) agreed and 106(44.2%) strongly agreed as presented in table 6.2.

# Table 6.2: HR forecasting process help to determine the number of employees needed

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 10 | 4.2 |
| Disagree | 14 | 5.8 |
| Neutral | 28 | 11.7 |
| Agree | 82 | 34.2 |
| Strongly Agree | 106 | 44.2 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

As shown in table 6.2, the majority 188(78.4%) of the respondents generally agreed that Human Resource forecasting process help Ntake Group to determine the number of employees needed to improve strategic goal. They further revealed that forecasting is used to understand the skills and performance level of the current staff to help identify any gaps where hiring or restructuring needs to occur. Though, 28(11.7%) of the respondents were not sure whether human resource forecasting process help to determine the number of employees needed or not and 24(10%) of the respondents were in disagreement. This indicates that there also other factors determining the number of worker needed in Ntake Group of Companies.

# HR forecast help Ntake Group recognises talent and potential employee strength

HR forecasting continues the heart of the hr planning process and can be defined as ascertaining the net requirement for personnel by determining the demand for and supply of human resources now and in the future. When respondents were asked whether HR forecast help Ntake Group recognises talent and potential employee strength and their responses were; 31(12.9%) strongly disagreed, 16(6.7%) disagreed, 18(7.5%) were neutral, 131(54.6%) agreed and 44(18.3%) strongly agreed as revealed in table 6.3.

# Table 6.3: HR forecast help Ntake Group recognises talent and potential employee strength

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 31 | 12.9 |
| Disagree | 16 | 6.7 |
| Neutral | 18 | 7.5 |
| Agree | 131 | 54.6 |
| Strongly Agree | 44 | 18.3 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

According to table 6.3, the majority 175(72.9%) of the respondents generally agreed that HR forecast help Ntake Group recognises talent and potential employee strength. This is an implication that HR forecasting involves establishing jobs Ntake need to fill and what types of skills and talents employees must have to do those jobs. However, 18(7.5%) of the respondents were not sure and 47(19.6%) of the respondents were in disagreement. *Staff in HR department narrated that forecasting ascertain the net requirements for personnel by determining demands and supply of HR now and in the future to ensure success of Ntake Group of Companies.*

# Ntake Group scrutinise the current job market to enhance performance

The job market is the market in which employers search for employees and employees search for jobs.  Respondents were asked whether Ntake Group scrutinise the current job market to enhance performance and their responses were; 14(5.8%) strongly disagreed, 12(5%) disagreed, 26(10.8%) were neutral, 115(47.9%) agreed and 73(30.4%) strongly agreed as presented in table 6.4.

# Table 6.4: Ntake Group scrutinise the current job market to enhance performance

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 14 | 5.8 |
| Disagree | 12 | 5.0 |
| Neutral | 26 | 10.8 |
| Agree | 115 | 47.9 |
| Strongly Agree | 73 | 30.4 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

In table 6.4, the majority 188(78.3%) of the respondents were in agreement that Ntake Group of Companies scrutinise the current job market to enhance performance. This implies that human resource professionals of Ntake consider factors such as the demographic composition of the local job market. However, 26(10.8%) were not sure and 26(10.8%) of the respondents were in disagreement. This reveals that sometime the HR department does not focus on the age, training and level of education of applicants seeking for jobs at Ntake. Therefore scrutinizing current job market should be the first steps in forecasting workforce availability to take a closer look at the economic and population issues that affect employment.

# HR department understand Ntake Group’s present and future objectives

Human resource departments are responsible for a wide variety of activities across a number of core organizational functions. When respondents were asked whether HR department understand Ntake Group’s present and future objectives in order to successfully forecast workforce demand, their responses were; 28(11.7%) strongly disagreed, 46(19.2%) disagreed, 19(7.9%) were neutral, 60(25%) agreed and 87(36.3%) strongly agreed as indicated in table 6.5.

# Table 6.5: HR department understand Ntake Group’s present and future objectives

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 28 | 11.7 |
| Disagree | 46 | 19.2 |
| Neutral | 19 | 7.9 |
| Agree | 60 | 25.0 |
| Strongly Agree | 87 | 36.3 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Result of findings in table 6.5 present that 147(61.3%) of the respondents were in agreement that human resource department understand Ntake Group’s present and future objectives. This reveals that the HR department considers factors like; evaluating current employee potential, determining training needs and putting succession plans in place to ensure improved performance in all sectors. Though 19(7.9%) were not sure and 74(30.8%) of the respondents disagreed. Therefore, human resource departments should be responsible for a wide variety of activities across a number of core functions.

# Ntake Group determines effective employee training needs to enhance performance

Employee training is a program that is designed to increase the technical skills, knowledge, efficiency, and value creation to do any specific job in a much better way.  Respondents were asked whether Ntake Group determines effective employee training needs to enhance performance and their responses were: 34(14.2%) strongly disagreed, 38(15.8%) disagreed, 25(10.4%) were neutral, 105(43.8%) agreed and 38(15.8%) strongly agreed as presented in table 6.7.

# Table 6.6: Ntake Group determines effective employee training needs

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 34 | 14.2 |
| Disagree | 38 | 15.8 |
| Neutral | 25 | 10.4 |
| Agree | 105 | 43.8 |
| Strongly Agree | 38 | 15.8 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

According to findings in table 6.6, the majority 138(59.6%) of the respondents were in agreement that Ntake Group of Companies determines effective employee training needs to enhance performance. This implies that effective training keep the employees updated with the latest trends and technologies that are needed to survive in this competitive environment. However, 25(10.4%) were not sure and 72(30%) of the respondents were in disagreement. *In an interview with HR Manager, Mr. Geoffrey Sentongo, argued that employee training should be equally essential for the new as well as the old employees to allow them familiar with their jobs and enhance their job related skills and knowledge.*

# Employee retention and recruitment strategies

Recruitment and retention are two human resources functions that require strategic thought and planning. Respondents were asked whether Ntake Group has improved its employee retention and recruitment strategies to ensure performance and their responses were; 35(14.6%) strongly disagreed, 55(22.9%) disagreed, 32(13.3%) were neutral, 71(29.6%) agreed and 47(19.6%) strongly agreed as indicated in table 6.7.

# Table 6.7: Employee retention and recruitment strategies

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 35 | 14.6 |
| Disagree | 55 | 22.9 |
| Neutral | 32 | 13.3 |
| Agree | 71 | 29.6 |
| Strongly Agree | 47 | 19.6 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Findings in table 6.7 above reveals that 118(49.2%) of the respondents agreed that Ntake Group has improved its employee retention and recruitment strategies to ensure performance. This implies that employee recruitment and retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff. However, 32(13.3%) were not sure and 90(37.5%) of the respondents disagreed. This means that some strategies of recruitment and retention strategies are not improved to employee expectations.

# Employees are working in positions that fully utilise their strengths

Respondents were asked whether managers consider whether employees are working in positions that fully utilise their strengths and their responses were; 42(17.5%) strongly disagreed, 52(21.7%) disagreed, 15(6.3%) were neutral, 67(27.9%) agreed and 64(26.7%) strongly agreed as revealed in table 6.8.

# Table 6.8: Employees are working in positions that fully utilise their strengths

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 42 | 17.5 |
| Disagree | 52 | 21.7 |
| Neutral | 15 | 6.3 |
| Agree | 67 | 27.9 |
| Strongly Agree | 64 | 26.7 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Findings in table 6.8 reveals that the majority 131(54.6%) of the respondents agreed that managers consider whether employees are working in positions that fully utilise their strengths, abilities and experience. This indicates that the majority of employees are working in assigned positions where they have experience and knowledge which has improved performance of Ntake Group of Companies whereas 15(6.3%) were not sure and 94(39.2%) of the respondents disagreed. This reveals that some employees did not use their strengths and experience effectively to boost Ntake Group of Companies’ performance.

# HR department evaluate whether employees have the eligible qualifications and expertise

Employers also want employees who fit in and get along well in the workplace.  On the question whether Human Resource (HR) department evaluate whether employees have the eligible qualifications and expertise to satisfy the Ntake Group’s future needs, their responses were; 20(8.3%) strongly disagreed, 42(17.5%) disagreed, 29(12.1%) were neutral, 71(29.6%) agreed and 78(32.5%) strongly agreed as indicated in table 6.9.

# Table 6.9: HR department evaluate whether employees have the eligible qualifications

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 20 | 8.3 |
| Disagree | 42 | 17.5 |
| Neutral | 29 | 12.1 |
| Agree | 71 | 29.6 |
| Strongly Agree | 78 | 32.5 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Research findings in table 6.9 reveal that the majority 149(62.1%) of the respondents were in agreement that Human Resource department evaluate whether employees have the eligible qualifications and expertise to satisfy the Ntake Group’s future needs. It was revealed that HR department mainly focuses on job requirements like specific skills, types and amounts of work experience, personal qualities, educational credentials, professional certifications or areas of knowledge. Though 29(12.1%) were neutral and 62(25.8%) of the respondents disagreed. This means that the HR department focuses on other details surpassing qualifications and experience.

# PERFORMANCE

This section analyses, presents and interpret finding on the independent variable (performance) in Ntake Group of Companies. Descriptive statistics such as frequency tables with percentages were used to analyse data collected on this objective.

# HR department has done enough to increase levels of productivity

One of the primary responsibilities of the human resource department is to increase the productivity of the organization. Respondents were asked whether HR department has done enough to increase levels of productivity. Their responses were; 25(10.4%) strongly disagreed, 44(18.3%) disagreed, 22(9.2%) were neutral, 30(12.5%) agreed and 119(49.6%) strongly agreed as presented in table 6.10.

# Table 6.10: HR department has done enough to increase levels of productivity

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percent |
| Valid | Strongly Disagree | 25 | 10.4 |
| Disagree | 44 | 18.3 |
| Neutral | 22 | 9.2 |
| Agree | 30 | 12.5 |
| Strongly Agree | 119 | 49.6 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

From table 6.10, the majority 149(62.1%) of the respondents agreed that HR department has done enough to increase levels of productivity. This means that HR Department conduct an employee survey, take a physical environment inventory, consider offering flexible work options, update technology and tools, support creativity and innovation and also  improve employee productivity is by proving they care about employees. Though, 22(9.2%) were not sure and 69(28.7%) of the respondents disagreed. This means that there are other factors like salary increase and proper communication that need to be handled effectively to ensure improved productivity in all sectors of Ntake Group of Companies.

# There are increased sales due to proper management of all sorts of resources

Respondents were asked whether there are increased sales due to proper management of all sorts of resources and their responses were; 32(13.3%) strongly disagreed, 32(13.3%) disagreed, 24(10%) were neutral, 71(29.6%) agreed and 81(33.8%) strongly agreed as indicated in table 6.11.

# Table 6.11: There are increased sales due to proper management of all sorts of resources

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 32 | 13.3 |
| Disagree | 32 | 13.3 |
| Neutral | 24 | 10.0 |
| Agree | 71 | 29.6 |
| Strongly Agree | 81 | 33.8 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Table 6.11 indicate that 152(63.4%) of the respondents were in agreement that there are increased sales due to proper management of all sorts of resources. This implies that Ntake Group of Companies has introduced new products or services, expand market, increase marketing activities or improve customer service, thus increased sales. Though 24(10%) were not sure on the statement and 64(26.7%) of the respondents disagreed. Therefore, management should evaluate and optimize Ntake sales channels that will help reaching more clients, increase market control, and improve profitability, thus improved performance in all departments.

# There is presence of quality production in Ntake Group

Producing quality products or services is necessary for generating satisfactory profits. The study asked whether there is presence of quality production in Ntake Group and their responses were; 28(11.7%) strongly disagreed, 24(10%) disagreed, 35(14.6%) were neutral, 89(37.1%) agreed and 64(26.7%) strongly agreed as indicated in table 6.12.

# Table 6.12: There is presence of quality production in Ntake Group

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 28 | 11.7 |
| Disagree | 24 | 10.0 |
| Neutral | 35 | 14.6 |
| Agree | 89 | 37.1 |
| Strongly Agree | 64 | 26.7 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

In accordance to findings in table 6.12, the majority 153(63.8%) of the respondents were in agreement that there is presence of quality production in Ntake Group of Companies. This implies that Ntake Group of Companies has quality bakery products, Mineral Water (Delta), Wheat Flour (Kaswa and Horse band), Tissue processing (AAA), among others. Though 35(14.6%) were not sure and 52(21.7%) of the respondents disagreed. This means that to ensure effective quality production, Ntake Group of Companies should have proper accountability, follow up, manage the work force, encourage, motivate, reward and recognize, demand realistic targets, team work, ensure that people enjoy their work.

# HR planning has led to profit maximization in Ntake Group of companies

The study asked whether Human Resource planning has led to profit maximization in Ntake Group of companies and their responses were; 15(6.3%) strongly disagreed, 22(9.2%) disagreed, 30(12.5%) were neutral, 101(42.1%) agreed and 72(30%) strongly agreed as shown in table 6.13.

# Table 6.13: Proper HR planning maximise profits of Ntake Group of companies

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 15 | 6.3 |
| Disagree | 22 | 9.2 |
| Neutral | 30 | 12.5 |
| Agree | 101 | 42.1 |
| Strongly Agree | 72 | 30.0 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Findings in table 6.13 present that the majority 173(72.1%) of the respondents were in agreement that proper human resource planning maximise profits of Ntake Group of companies. This implies that Ntake Group of companies invested in many ventures and these include bakery products, Mineral Water (Delta), Wheat Flour (Kaswa and Horse band), Tissue processing (AAA), real estates, agri-business among others. Though 30(12.5%) were not sure and 37(15.4%) of the respondents were in disagreement. This means that the HR department should also boost productivity by reducing turnover, minimize the threat of litigation and a better employee onboarding process.

# Innovations have contributed to Ntake Group’s performance

Innovation means introducing something new into your business. This could be: improving or replacing business processes to increase efficiency and productivity, or to enable the business to extend the range or quality of existing products and/or services. When respondents were asked whether innovations have contributed to Ntake Group’s performance and their responses were; 44(18.3%) strongly disagreed, 37(15.4%) disagreed, 10(4.2%) were neutral, 35(14.6%) agreed and 114(47.5%) strongly agreed as shown in table 6.14.

# Table 6.14: innovations have contributed to Ntake Group’s performance

|  |  |  |
| --- | --- | --- |
|  | Frequency | Percentage |
| Valid | Strongly Disagree | 44 | 18.3 |
| Disagree | 37 | 15.4 |
| Neutral | 10 | 4.2 |
| Agree | 35 | 14.6 |
| Strongly Agree | 114 | 47.5 |
| Total | 240 | 100.0 |

Source: Field Data, 2019

Findings in table 6.14 reveal that the majority 149(62.1%) of the respondents were in agreement that innovations have contributed to Ntake Group’s performance. This implies that the company started as Ntake Bakery Company, but has expanded into different ventures such as toiletries, agri-business and real estate. Though 10(4.2%) were not sure and 81(33.7%) of the respondents were in disagreement. *In an interview held with top administrators of Ntake Group of Companies, they revealed that the successful exploitation of new ideas is crucial to a business being able to improve its processes, bring new and improved products and services to market, increase its efficiency and, most importantly,****improve its profitability.***

# TESTING HYPOTHESIS THREE

The hypothesis is tested to identify whether Human Resource Forecast enhance Performance in Ntake Group of Companies or not, Pearson Correlation and regression analysis were used.

# Correlations

Results of the correlation analysis revealed that there is a positive relationship between human forecast and performance (r=.787, p<0.000). This analysis is summarized in the table 6.15. This implies that HR department forecasts both short and long term staffing needs; HR forecasting process help Ntake Group determining the numbers of employees needed to improve strategic goal and it was also discovered that HR department understand company’s present and future objective in order to successfully forecast workforce demand to ensure performance.

# Table 6.15: Correlations

|  |  |  |
| --- | --- | --- |
|  | HR Forecast | Performance |
| HR Forecast | Pearson Correlation | 1 | .787\*\* |
| Sig. (2-tailed) |  | .000 |
| N | 240 | 240 |
| Performance | Pearson Correlation | .787\*\* | 1 |
| Sig. (2-tailed) | .000 |  |
| N | 240 | 240 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

# Model Summary

The above hypothesis was tested and as per the model summary shown in table 6.16 show *R* square = 0.622 or 62.2% of the observed variability in Ntake’s performance. The observed result of 0.887 or 88.7% is significant; this is a clear indication that Human Resource Department understands the company’s present and future objectives in order to successfully forecast workforce demand. The Adjusted R2 (.620) is proportion of the variability in the dependent variable explained by the linear regression. The result shows that the forecast process help the company to determine the number of employees needed to improve strategic goal.

# Table 6.16: Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .789a | .622 | .620 | .68111 |
| a. Predictors: (Constant), HR Forecast |

# Analysis of Variance (ANOVA)

The analysis-of-variance (ANOVA) table 6.17 was used to test the equivalent positive hypothesis, the F= 9161.566, p<0.000 there is linear relationship between independent variable and the dependent variable The result indicates that human resource forecast enhances performance of Ntake Group of Companies.

# Table 6.17: ANOVAa

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 7112.581 | 1 | 7112.581 | 9161.566 | .000b |
| Residual | 184.771 | 238 | .776 |  |  |
| Total | 7297.352 | 239 |  |  |  |
| a. Dependent Variable: Performance |
| b. Predictors: (Constant), HR Forecast |

# Coefficientsa

Performance was used as the dependent variable and HR forecast as independent variable. It was established that HR forecast (ß=0.789, t=95.716, P<0.000), this indicates that HR department forecasts both short and long term staffing needs; it was also revealed that HR department help the company to recognise talent and potential employees.

# Table 6.18: Coefficientsa

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | -.593 | .176 |  | -3.363 | .001 |
| HR Forecast | .552 | .006 | .789 | 85.716 | .000 |
| a. Dependent Variable: Performance |

# CHAPTER SEVEN

# TOWARDS HARMONIZING HUMAN RESOURCE PLANNING AND PERFORMANCE AT NTAKE GROUP OF COMPANIES

# Introduction

This chapter is towards harmonizing Human Resource Planning and Performance at Ntake Group of Companies.

# Human Resource Planning

Armstrong (2006) has shown that “the human resource takes place within the context of the organization. The extent to which it is used, and the approach adopted, will be contingent on the extent to which management recognizes that success depends on forecasting future people requirement and implementing plan to satisfy those requirement. The approach will also be affected by the degree to which it is possible to make accurate forecasts. Organizations operating in turbulent environments in future activity levels are difficult to predict may relay on ad hoc and short term measure to recruit and keep people. However, even these businesses may benefit from those aspects of human resource planning that are concerned with policies for attracting and retaining key staff”.

In line with argument of Ama (2006); Human Resource Planning is as a rational approach to the effective recruitment, retention, and deployment of people within an organization including, when necessary, arrangements for dismissing staff. It is therefore concerned with the flow of people through and sometimes out of the organization. It is however not a mere numbers game but rather concerned with the optimum deployment of peoples knowledge, skill creative abilities, etc. and hence qualitative and quantitative.

Baron and Armstrong (2007) affirm that HR Planning involves gathering of information, making objectives, and making decisions to enable the organization achieve its objectives. Surprisingly, this aspect of HR is one of the most neglected in the HR field. HR have an enormous task keeping pace with the all the changes and ensuring that the right people are available to the Organization at the right time. It is changes to the composition of the workforce that force managers to pay attention to HR planning.

**Steps in Human Resource Planning**

According to Nyamupachari (2012) Human Resource Planning have the following steps, and are as follows:

Forecasting: HR Planning requires that we gather data on the Organizational goals objectives. One should understand where the Organization wants to go and how it wants to get to that point. The needs of the employees are derived from the corporate objectives of the Organization. They stern from shorter and medium term objectives and their conversion into action budgets. Therefore, the HR Plan should have a mechanism to express planned Company strategies into planned results and budgets so that these can be converted in terms of numbers and skills required.

Inventory: After knowing what human resources are required in the Organization, the next step is to take stock of the current employees in the Organization. The HR inventory should not only relate to data concerning numbers, ages, and locations, but also an analysis of individuals and skills. Skills inventory provides valid information on professional and technical skills and other qualifications provided in the firm. It reveals what skills are immediately available when compared to the forecasted HR requirements.

Audit: We do not live in a static World and our HR resources can transform dramatically. HR inventory calls for collection of data; the HR audit requires systematic examination and analysis of this data. The Audit looks at what had occurred in the past and at present in terms of labour turn over, age and sex groupings, training costs and absence. Based on this information, one can then be able to predict what will happen to HR in the future in the Organization.

HR Resource Plan: Here we look at career Planning and HR plans. People are the greatest asserts in any Organization. The Organization is at liberty to develop its staff at full pace in the way ideally suited to their individual capacities. The main reason is that the Organization’s objectives should be aligned as near as possible, or matched, in order to give optimum scope for the developing potential of its employees. Therefore, career planning may also be referred to as HR Planning or succession planning.

Action Planning: There are three fundamentals necessary for this first step. (i) Know where you are going. There must be acceptance and backing from top management for the planning. (ii) There must be knowledge of the available resources (i.e.) financial, physical and human (Management and (iii) technical). Once in action, the HR Plans become corporate plans. Having been made and concurred with top management, the plans become a part of the company’s long-range plan. Failure to achieve the HR Plans due to cost, or lack of knowledge, may be serious constraints on the long-range plan.

Monitoring and Control: This is the last stage of HR planning in the Organization. Once the programme has been accepted and implementation launched, it has to be controlled. HR department has to make a follow up to see what is happening in terms of the available resources. The idea is to make sure that we make use of all the available talents that are at our disposal failure of which we continue to struggle to get to the top (Nyamupachari, 2012).

# Human Resource Planning Policies and Procedures

Underlying effective human resources planning policies is collaboration on strategy between HR and the organization's leadership, because the company's success rests on its human capital. Approximately 65 percent of an organization's value is based on its human capital, the quality of which is driven by HR management functions, policies and procedures, according to training executive Rajeev Peshawaria's December 2011 article "Why Companies Need a Strategic HR Partner in "Training" magazine. HR management policies are essential for sustaining a viable business.

Dressler (2008) narrates that Human resource planning policies are continuing guidelines on the approach of which an organization intends to adopt in managing its people. They represent specific guidelines to HR managers on various matters concerning employment and state the intent of the organization on different aspects of Human Resource management such as recruitment, promotion, compensation, training, selections etc. They therefore serve as a reference point when human resources management practices are being developed or when decisions are being made about an organization's workforce.

He further revealed that a good HR planning policy provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment. A procedure spells out precisely what action should be taken in line with the policies. Each organization has a different set of circumstances and so develops an individual set of human resource policies. The location an organization operates in will also dictate the content of their policies.

The establishment of policies can help an organization demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training as well as its commitments in relation to regulation and corporate governance of its employees. For example, in order to dismiss an employee in accordance with employment law requirements, amongst other considerations, it will normally be necessary to meet provisions within employment contracts and collective bargaining agreements (Ed Van Sluijs and Frits, 2011). The establishment of an HR Policy which sets out obligations, standards of behavior, and documents disciplinary procedures, is now the standard approach to meeting these obligations. HR policies provide frameworks within which consistent decisions are made and promote equity in the way in which people are treated.

Fenando Martin (2005) elaborates that HRP policies can also be very effective at supporting and building the desired organizational culture. For example, recruitment and retention policies might outline the way the organization values a flexible workforce, compensation policies might support this by offering a 48/52 pay option where employees can take an extra four weeks holidays per year and receive less pay across the year.

In developing HR Policies, there should be clear and consistent statement of the organization's policies regarding all conditions of employment and procedures for their equal and fair implementation (Cole, 2002). In order to fulfill this objective, policies and procedures should be: Clear and specific, but provide enough flexibility to meet changing conditions; comply with all appropriate law and regulation and consistent amongst one another and reflect an overall true and fair view approach to all employees.

Delaney and Huselid (2006) states that HR policies are developed by making decisions and taking actions on the day-to-day problems of the organization. The process of developing HR policies involves the assessment of the following factors: Identify the purpose and objectives which the organization wishes to attain regarding its Human Resources department; analysis of all the factors under which the organization's HR policy will be operating; examining the possible alternatives in each area which the HR policy statement is necessary; implementation of the policy through the development of a procedure to support the policy; communication of the policy and procedures adapted to the entire organization; auditing the policy so as to reveal the necessary areas requiring change and continuous revaluation and revision of policy to meet the current needs of the organization.

Human resource management consists of deliberate organizational activities designed to improve employee productivity and administration through such means as recruitment, compensation, performance, evaluation, training, record keeping and compliance (Guest, 2011). HR policies should be developed for key HR management functions covering eight commonly accepted responsibilities: compensation and benefits; labor management relations; employment practices and placement; workplace diversity; health, safety and security; human resources information systems; human resource research and training and development.

Strategic Development: A fundamental step in creating HR management policies and procedures is ensuring that HR and executive leadership are working towards the same goals. Too often, HR functions as an administrative-focused extension of the business instead of collaborating with upper management as a strategic partner (Javier and Liz, 2005). Building a high-performance workforce supports the organization's goals to become profitable and successful. Organization needn't have a dedicated HR department to identify workforce goals. In a small business, the person responsible for HR matters should be a part of the company's leadership team. For small businesses, HR management policies are critical for two primary reasons, according to "Inc." magazine's advice in its segment titled, "Human Resources Policies." They mitigate the company's risk of liability for decisions that aren't supported by a workplace policy. Also, creating a set of policies eliminates the need to build workplace policies one step at a time, which can rob company leaders of time better spent in developing the business.

Compliance: Setting the foundation for HR management is where your company stands concerning compliance with federal and state labor and employment laws. For example, ensure that you adhere to Fair Labor Standards Act provisions for minimum wage, overtime pay, and exempt and nonexempt employee classification (Javier and Liz, 2005). Complying with Title VII of the Civil Rights Act and the Americans with Disabilities Act is also important to ensure legal compliance and to provide equal opportunity to applicants and employees.

Workplace Policies: Workplace policies and standard operating procedures provide the organization with much-needed structure (Javier and Liz, 2005). Working hours, pay information, safety measures, benefits and performance expectations are core topics to address in an employee handbook. An equal opportunity employment policy and statement about the company's zero-tolerance for discrimination or harassment should be part of the organization's code of conduct. These policies acknowledge the employer's obligation to provide a safe working environment where employees feel like valued contributors.

Recruitment and Selection: Improving the value of its human capital rests on the organization's recruitment and selection procedures (Javier and Liz, 2005). The philosophy of all recruitment policies is equal opportunity, but more specific recruiting procedures include HR communication with department leaders about their staffing needs, job postings and interview steps, and hiring managers' decision-making authority. Recruitment and selection policies are based in part on the compensation strategy. More importantly, the organization's overall strategy for success drives HR management's policy development and implementation.

# Allocation of Resource

Allocation of resource is the distribution of available assets, funding, personnel, and other limited factors required for the operation of a company among functional areas (Shyamala, 2014). As companies place different priorities on functional areas such as accounting, research, production, customer service, and sales, examining a company's allocation of resources can be a key to evaluating it as a potential investment.

Resource allocation is a process of planning, managing, and assigning resources in a form that helps to reach your organization’s strategic goals. It can make a project manager’s work effective and significant. Even though it sounds simple, it is vital in delivering project efficiently.

Resource allocation involves the planning of how much resources are required and all the resources required for the project. Due to the economy going down these days there is a tough competition especially with regard to financial resources. It has lead to increase in the operating cost of doing business (Marcoulides and Heck, 2003). As there is a limited budget for projects, resource allocation is important to ensure that there is no waste or misuse of any material. Being the important and difficult part of project management, it gives you the benefit of completing the half project as soon as you allocate it. It is not possible for every project manager to work in every situation and perform well in huge budgets.

# Importance of Resource Allocation

Flexible for all size: Large organizations might be dealing with multiple projects or tasks. Effective allocation of resources helps project managers to plan to assign resources to project and manage them effectively (Lunenburg, 2012).

Save money: Effective resource allocation leads to no waste of money. It lets company know the performance of team members in a project (Lunenburg, 2012). Hence it can be easier for company to assign tasks to the resource according to their skills.

Boost productivity: It is the first and foremost reason to choose resource allocation.
If the company has finished a project or task before the deadline without compromising the quality, then definitely it will enhance business productivity. No more time loss, no more extra efforts, and no more extra labor charge (Lunenburg, 2012). Resource allocation helps company to know who is overloaded and who is free at that instant. So the company can assign tasks to the available resource without much workload.

Improve time management: To run a project efficiently, it is important to know how long it takes the resources to complete the projects or tasks. Sometimes resources lag actual time. But this deficiency can make a large difference (Lunenburg, 2012). Proper allocation of resources can set the actual estimate hours to complete the tasks.

Improve staff morale: By allocating resources wisely, the company can see who is leading and who is lagging. In most cases, project managers can’t be able to figure out which team member is putting his/her best effort (Lunenburg, 2012). But if a company is allocating its resources wisely, then can identify who is doing what, who is lagging or leading, who is taking more time to complete a project as compared to the estimated hour(s). By filtering these factors, the company can easily get the most deserving. So without harming their self-confidence, the company can encourage them to work better.

Predict the future project plan: Proper resource allocation can help the company to identify the presence of the team member(s) or employee(s) in a particular task and it makes easier for company to assign tasks as per their availability (Lunenburg, 2012). Seeing the project requirement and deadline, sometimes one resource can be assigned to multiple tasks. By allocating resources, employees can prioritize their tasks and execute them based on their priorities. The project can be completed without much hassle and the future planning of the project can be done flawlessly.

Strategic planning: When a company sets its vision and goal, resource allocation plays a vital role (Lunenburg, 2012). Sound allocation of resources can help to achieve and fulfill project needs. So ultimately vision and strategic goals can be done effectively by eliminating existing risks.

Manage team workload: Let a project is running over schedule and company need to adjust the team’s workload to deliver the project on time without any obstacle. Here, resource allocation can help a company in managing team workload (Lunenburg, 2012). It can help a company to check the task list of team members and let company know who is overloaded with tasks and whose schedule has more capacity.

Maintain accurate time log: Knowing exactly how long it takes team members to complete a task is a vital part in running project efficiently. Sometimes team members run-out actual working hour(s). In those cases, business growth suffers a big loss (Lunenburg, 2012).  By allocating resources company can draw an accurate picture of actual time taken by the team members to complete the project.

Eliminate risk: Identifying the potential risks beforehand can definitely bring amazing results to the project. By taking preventive actions, you can eliminate all the risks and complete projects on time.

# Common challenges of resource allocation

Resource management is prone to several challenges that company need to be aware of to properly allocate resources and manage them throughout the project.

1. Client changes: As a project manager you might have already experienced how changes to the scope, timeline or budget can affect project delivery. With resource allocation it’s actually the same – having an up-to-date resource calendar will help company to smoothly adjust resources once the changes appear.

Availability of resources: Starting off a new project, ideally company could use any resources needed. But what if agency is running multiple tasks and company have to negotiate over the same resources with another PMs. Availability changes and company have to monitor it all the time to spot threats to your project’s delivery.

Project dependencies: Allocating resources company need to include project dependencies, which are a form of a relationship between the tasks or activities in the project.

Priorities across the company: If company runs multiple projects simultaneously, peers may have to share limited resources, very often in a similar timeframe. But even if company manages to negotiate over resources you both need, there may be a change in priorities regarding one of the projects.

# HR Forecasting

Human resources forecasting is a process of predicting who should be hired in the future (both in terms of skills and manpower) and poses unique challenges for different lines of work (Lunenburg, 2012). Hiring for the fast-paced digital industry requires talent managers to keep their fingers on the pulse by following emerging technologies and trends. Human resources forecasting for agencies, after all, is aimed at meeting demands of future projects. At its core, however, it’s a process that requires proper understanding of what’s going on at a company.

In line with Youndt (2000) argument on HR Forecasting, emphasized that human resources (HR) forecasting involves projecting labor needs and the effects they’ll have on a business. An HR department forecasts both short- and long-term staffing needs based o n projected sales, office growth, attrition and other factors that affect a company’s need for labor. In addition to forecasting the number and type of workers, company will need, HR planning includes analyzing the various costs and administrative work that go along with adding workers or downsizing.

The second phase of human resource planning, *forecasting*demand and supply, involves using any number of sophisticated statistical procedures based on analysis and projections. Such forecasting techniques are beyond the scope of this discussion. At a more practical level, forecasting demand involves determining the numbers and kinds of personnel that an organization will need at some point in the future. Most managers consider several factors when forecasting future personnel needs. The demand for the organization’s product or service is paramount. Thus, in a business, markets and sales figures are projected first (Noe, 2012).

Forecasting supply involves determining what personnel will be available. The two sources are internal and external: people already employed by the firm and those outside the organization. Factors managers 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 for talent within the field; population trends (Ball, 2012; Henderson, 2010).

Human resource planning based on a calculative forecasting can improve operational efficiency and increase the profitability of a business. A strategic HR policy can eliminate confusion, streamline the resourcing and save precious time for a business. Including forecasting as an integral part of HR planning fulfills organizational objectives by ensuring the business is neither overstaffed nor understaffed.

Using an Organization Chart: One of the most basic forecasting tasks for a human resources manager is the creation and maintenance of a company’s organization chart, If business uses a flat organizational structure consisting of a few key employees who work directly with it, it’s a good idea to create a chart that shows how your company will be organized a year or two down the road (Ball, 2012; Henderson, 2010).

Production and Scheduling: If a company makes a product, labor needs change as sales rise and fall. Human resources manager should keep in close touch with your sales manager to be aware of any spikes or declines in sales that affect your labor needs. This prevents falling behind on order fulfillment or paying idle worker (Ball, 2012; Henderson, 2010). At a factory, the sales, production and human resources managers work together to address seasonal spikes, large orders or the loss of a major customer or retailer.

Forecasting and Succession Planning: Human resources forecasting helps company avoid long-term holes in your staffing needs by keeping on top of which of employees might be retiring, leaving or asked to leave (Ball, 2012; Henderson, 2010). Using this information, HR manager plans to fill these holes with internal staff or prepares for a quick recruiting effort. As company receive the results of staff forecasting, prepare coordinators to move up to manager positions one day and managers to make the move to directors, if possible.

Budgeting Based on Future Staffing Levels: In addition to forecasting labor needs, human resources forecasting helps you plan budgets based on your future staffing levels. For example, demand forecasting might show a need for more seasonal workers. An HR review might determine the best way to handle this is with part-time workers or paying overtime to current employees (Ball, 2012; Henderson, 2010).

Wright and Gardrner (2003) states that forecasting has an important role in successful human resource management of a company. By predicting the number of employees to be hired and also by estimating and knowing their quality, a company would get the best people for the right places and at the right time. This is necessary if a company wants to compete in the global market.

Steven and Robert (2005) declared that human resource planning involves studying the future staffing needs of an organization. Employees will leave their positions for many reasons, including better jobs, to retire and to pursue educational opportunities. Firms also eliminate positions because of economic conditions and when shifting the focus to new projects. As an HR professional, use forecasting techniques to advise managers on how many and what types of workers they will need, and the skills workers must possess to help the company reach its goals.

# MULTIPLE REGRESSION ANALYSIS

The general hypothesis was tested to establish whether there is a relationship between Human Resource Planning and Performance in Ntake Group of Companies. The analysis applied the Statistical Package for Social Scientists (SPSS) to compute the measurements of the multiple regressions for the study. This hypothesis has been tested using various techniques such as model summary, correlation, Analysis of variance (Anova) and coefficients. The findings are provided below:

# Correlations

Results of the correlation analysis indicate that there is a significant and positive relationship between HRP policies and performance as indicated in table 7.1. the result of correlations (r=0.787, P<0.000) for HRP policies and procedures indicates that Ntake Group of companies complies with HR planning policies and procedure; (r=0.793, P<0.000) for sound allocation of resources and sales increase, this reveals that there is systematic approach in managing, tracking and securing all resources of the company; (r=0.789, P<0.000) for HR forecast and this result proves that HR forecasting processes help the company to determine the number of employees needed to improve its strategic goal and (r=0.784, P<0.000) for performance, this implies due to fulfilling three (3) sub-independent variables, the company has ensured performance.

# Table 7.1: Correlations

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | HRP Policies and Procedures | Allocation of Resource and Sales increase | Labor Forecast | Performance |
| HRP Policies and Procedures | Pearson Correlation | 1 | .787\*\* | .784\*\* | .789\*\* |
| Sig. (2-tailed) |  | .000 | .000 | .000 |
| N | 240 | 240 | 240 | 240 |
| Allocation of Resource and Sales increase | Pearson Correlation | .787\*\* | 1 | .793\*\* | .793\*\* |
| Sig. (2-tailed) | .000 |  | .000 | .000 |
| N | 240 | 240 | 240 | 240 |
| HR Forecast | Pearson Correlation | .784\*\* | .793\*\* | 1 | .789\*\* |
| Sig. (2-tailed) | .000 | .000 |  | .000 |
| N | 240 | 240 | 240 | 240 |
| Performance | Pearson Correlation | .787\*\* | .793\*\* | .787\*\* | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 |  |
| N | 240 | 240 | 240 | 240 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

# Model Summary

The model summary shows the summary of the regression analysis as shown in the regression model. Below are the findings in the table 7.2:

# Table 7.2: Model Summary

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .794a | .630 | .629 | .50963 |
| a. Predictors: (Constant), Labor Forecast, HRP Policies and Procedures, Allocation of Resource and Sales increase |

In order to explain the percentage of variation in the dependent variable (performance) as explained by the independent variables. From the results of the analysis, the findings show that the independent variables (HRP Policies and Procedures, allocation of resources and sales increase and HR Forecast) contributed to 79.4% of the variation in performance as explained by adjusted R Square of 62.9% which shows that the model is a good prediction.

# Analysis of Variance (ANOVA)

The study conducted an Analysis of Variance, in order to test the impact of the relationship between HRP policies and performance of Ntake Group of Companies. The findings were as shown below:

# Table 7.3: ANOVAa

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 7209.641 | 3 | 2403.214 | 6466.265 | .001a |
| Residual | 87.710 | 236 | .372 |  |  |
| Total | 7297.352 | 239 |  |  |  |
| a. Dependent Variable: Performance |
| b. Predictors: (Constant), Labor Forecast, HRP Policies and Procedures, Allocation of Resource and Sales increase |

The results of the findings above revealed that the level of significance was .001(a) this implies that the regression model is significant in predicting the relationship between Human Resource Planning and Procedures and performance in Ntake Group of Companies. By the help of an F-test table, the tabulated value for (F=6466.265) meaning that the model was statistically significant.

# Coefficients

This table shows the level of significance on the variables, it also provides the standardized and unstandardized coefficients are shown below:

# Table 7.4: Coefficientsa

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
| 1 | (Constant) | .259 | .165 |  | 1.575 | .117 |
| HRP Policies and Procedures | .130 | .022 | .267 | 5.911 | .000 |
| Allocation of Resource and Sales increase | .352 | .033 | .726 | 10.654 | .001 |
| HR Forecast | .002 | .035 | .004 | .063 | .005 |
| a. Dependent Variable: Performance |

From table 7.4, the researcher sought to establish the extent to which Human Resource Planning Policies impact on performance of Ntake Group of Companies. From the above regression model holding all the other factors constant, performance is measured by the efficiency and effective implementation of effective HRP policies and procedures. The results of the multiple regression model shows that there is a positive relationship between Human resource planning policies and procedures and performance of Ntake Group of Companies. This implies that a single unit increase in any of the independent variables results into a corresponding increase in performance of the Company.

The regression analysis was undertaken at 5% significance level. The criteria for comparing whether the predictor variables were significant in the model was through comparing the corresponding probability value obtained and α=0.05. If the probability value was less than α, then the predictor variable was significant but from the above analysis; the results above shows that the variables were significant since their corresponding predictor values were below 5% apart from Human Resource Forecast which had 6% meaning that an inverse relationship existed between HRP and performance of Ntake Group of Companies.

# CHAPTER EIGHT

# SUMMARY, CONCLUSIONS AND RECOMMENDATION

# Introduction

This chapter presents the summary of findings from the field, basing on the study objectives; it also presents the conclusions and recommendations made to advance Human Resource Planning on Performance in the privately owned enterprises, focusing on Ntake Group of Companies.

# Summary of Findings

The study used Field Data (2019) collected from semi-administered questionnaires. Quantitative data was analyzed using descriptive statistics while qualitative data was analyzed using content analysis. Quantitative data was coded and entered into Statistical Packages for Social Scientists (SPSS Version 25). Analysis was, then, based on descriptive statistics. Multiple regression analysis was used to establish the relationship between Human Resource Planning and Performance of Ntake Group of Companies. The findings from the study were as follows:

**Human Resource Planning and Procedures on Performance of Ntake Group of Companies**

The study findings on objective one indicated 62.9% of the respondents agreed that Ntake Group of Companies has sound HR planning policies and procedure to ensure effective performance in all activities or services; 66.2% of the respondents were in agreement that Ntake Group of Companies complies with Human Resource Planning Policies and procedure to ensure performance; 59.6% of the respondents were in agreement that HR planning policy sets out obligation and standards of behavior to ensure performance and 57.1% of the respondents were in agreement that Human Resource department identifies the purposes and objectives of Ntake Group of Companies.

Study findings on first objective further presented 67.5% of the respondents agreed that recruitment and retention policies outline Ntake value to ensure performance; 54.6% of the respondents were in agreement that Ntake Group regulatory framework includes legislation and whole-of-government HR policies and procedures; 64.2% of the respondents generally agreed that human resource planning policies are effective at supporting and building the desired organizational goals to improve performance.

Lastly, presented that 52.1% of the respondents were in disagreement that management always sticks to the established HR standards, this means that HR department does not stick on the regulated standards sometimes; 65.8% of the respondents agreed that Staff in Human Resource department is well trained in handling and maintaining HR process in Ntake Group of Companies and 84.2% of the respondents generally agreed that Human Resource planning policies helps in maintaining transparency between the employers and employees in Ntake Group of companies.

**Sound Allocation of Resources Increase Sales**

Findings on second objectives indicated that 70% of the respondents were in agreement that there is a systematic approach in managing Ntake Group resources; 75% of the respondents generally agreed that resource allocation allows strategy execution in Ntake Group of Companies. This implies that the real value of resource-allocation program lies in the resulting accomplishment of Ntake Group companies’ objectives; 68.3% of the respondents were in agreement that there is proper planning in management of resources to ensure improved performance. This implies that resource management provides Ntake Group of Companies with an overview of everyone and everything and it makes planning and management transparent.

Findings also further revealed that 57.1% of the respondents agreed that Ntake Group has automated resource request process. This means that some clients make their orders online using different platforms such as Facebook, telephone, emails, whatsapp, among others; 56.2% of the respondents were in agreement that Ntake Group administrators efficiently track, manage, and secure all resources and 52.5% of the respondents were in agreement that Ntake management monitors and oversees activities to assure staff is executing based on the written guideline.

Lastly, findings further revealed that 60.8% of the respondents were in agreement that Ntake Group has technological resources to improve its performance; 73.3% of the respondents were in agreement that human resource is properly managed to ensure productivity and performance in Ntake Group of Companies; 60.6% of the respondents were in agreement that Ntake Group ensures good asset maintenance by setting schedules and 72.1% of the respondents were in agreement that Ntake Group of Companies has maintained sound financial resources to ensure performance.

**Human Resource Forecast enhances Performance of Ntake Group of Companies**

Study findings on third objective presented 75% of the respondents generally agreed that Human Resource department forecasts HR department forecasts both short- and long-term staffing needs based on projected sales, office growth, attrition and other factors that affect a company’s need for labor; 78.4% of the respondents generally agreed that Human Resource forecasting process help Ntake Group to determine the number of employees needed to improve strategic goal; 72.9% of the respondents generally agreed that HR forecast help Ntake Group recognises talent and potential employee strength. This is an implication that HR forecasting involves establishing jobs Ntake need to fill and what types of skills and talents employees must have to do those jobs.

Study findings revealed that 78.3% of the respondents were in agreement that Ntake Group of Companies scrutinise the current job market to enhance performance; 61.3% of the respondents were in agreement that human resource department understand Ntake Group’s present and future objectives and 59.6% of the respondents were in agreement that Ntake Group of Companies determines effective employee training needs to enhance performance; 49.2% of the respondents agreed that Ntake Group has improved its employee retention and recruitment strategies to ensure performance; 54.6% of the respondents agreed that managers consider whether employees are working in positions that fully utilise their strengths, abilities and experience and 62.1% of the respondents were in agreement that Human Resource department evaluate whether employees have the eligible qualifications and expertise to satisfy the Ntake Group’s future needs.

**Performance**

Findings on dependent variables indicated that 62.1% of the respondents agreed that HR department has done enough to increase levels of productivity; 63.4% of the respondents were in agreement that there are increased sales due to proper management of all sorts of resources. This implies that Ntake Group of Companies has introduced new products or services, expand market, increase marketing activities or improve customer service, thus increased sales; 63.8% of the respondents were in agreement that there is presence of quality production in Ntake Group of Companies; 72.1% of the respondents were in agreement that proper human resource planning maximise profits of Ntake Group of companies and 62.1% of the respondents were in agreement that innovations have contributed to Ntake Group’s performance.

# Conclusions

The study conclusions were drawn from above findings;

**Human Resource Planning and Procedures on Performance of Ntake Group of Companies**

The study concluded that Ntake Group of Companies has sound HR planning policies and procedure to ensure effective performance in all activities or services; it complies with Human Resource Planning Policies and procedure to ensure performance; it was also found out HR planning policy sets out obligation and standards of behavior to ensure performance and Human Resource department identifies the purposes and objectives of Ntake Group of Companies; recruitment and retention policies outline Ntake value to ensure performance; Ntake regulatory framework includes legislation and whole-of-government HR policies and procedures; the majority agreed that human resource planning policies are effective at supporting and building the desired organizational goals to improve performance.

The study further presented that management do not always sticks to the established HR standards, this means that HR department does not stick on the regulated standards sometimes; Staff in Human Resource department is well trained in handling and maintaining HR process in Ntake Group of Companies and Human Resource planning policies helps in maintaining transparency between the employers and employees in Ntake Group of companies.

**Sound Allocation of Resources Increase Sales**

The study concluded on second objectives indicated that there is a systematic approach in managing Ntake Group resources; resource allocation allows strategy execution in Ntake Group of Companies and the study also discovered that there is proper planning in management of resources to ensure improved performance and it was also revealed that the company with an overview of everyone and everything and it makes planning and management transparent.

The study further revealed discovered that Ntake Group has automated resource request process. This means that some clients make their orders online using different platforms such as Facebook, telephone, emails, whatsapp, among others; Ntake Group administrators efficiently track, manage, and secure all resources; Ntake management monitors and oversees activities to assure staff is executing based on the written guideline; Ntake Group has technological resources to improve its performance; Ntake Group ensures good asset maintenance by setting schedules and it has maintained sound financial resources to ensure performance.

**Human Resource Forecast enhances Performance of Ntake Group of Companies**

The study concluded on third objective that Human Resource department forecasts HR department forecasts both short- and long-term staffing needs based on projected sales, office growth, attrition and other factors that affect a company’s need for labor; Human Resource forecasting process help Ntake Group to determine the number of employees needed to improve strategic goal; HR forecast help Ntake Group recognises talent and potential employee strength; Ntake Group of Companies scrutinise the current job market to enhance performance; HR department understand Ntake Group’s present and future objectives and it determines effective employee training needs to enhance performance; Ntake Group has improved its employee retention and recruitment strategies to ensure performance; managers consider whether employees are working in positions that fully utilise their strengths, abilities and experience and Human Resource department evaluate whether employees have the eligible qualifications and expertise to satisfy the Ntake Group’s future needs.

# Recommendations

Going by the findings and conclusions of this study, following recommendations are made to Ntake Group of Companies:

The study recommended that Ntake Group of Companies through human resource planning policies should introduce and institutionalize effective human resource plans to proactively forecast the actual numerical strength of manpower needs of the organization if the intension is to increase productivity and organizational performance.

Ntake Group of Companies should ensure that the policies introduced and established are implemented as it will encourage proactive forecasting to be in line with the right blend of manpower requirements as this is essential for increase in sales in order to influence the proliferation of organizational performance.

The study recommended that Ntake Group of Companies and its human resource managers should continually carry out manpower audit and planning to determine in advance the demand and supply situation in the labor market prior to recruitment of employees.

The study recommended that Ntake Group of Companies should train their employees to prepare them to fill positions in the future. Private enterprises should collaborate with training institutions to develop custom tailored programmes to suit their manpower needs.

The study further recommended that the human resource department of Ntake Group of Companies should develop and implement a comprehensive career development training programme for the staff. This would make them proactive and resilient, and effectively propagate company policies.

The study recommended that the human resource department of Ntake Group of Companies should be structured to take its rightful place in the scheme of affair, so that they can educate the staff more on their practices and how they plan for the human resource practices like recruitment, promotion, evaluation among others. This would enable staff to have in-depth knowledge of the organisation.

The study recommended that the HR department itself should have a human resource plans so that no matter the changes in management, the plans will still be followed. These plans should be periodically reviewed in order to adjust to the dynamic environment. This would overcome the issues of excess staff which leads to increase cost of labour and also constant changing of directors in the organisation.

# Areas for the further research

The current study focused on the Human Resource Planning and Performance in privately owned Enterprises, focusing on Ntake Group of Companies. It would be interesting to conduct a study on the determinants HR planning and their implications on performance; this will shed more light on the appropriate model to choose when implementing better HR Policies that enhance performance.

1. Human Resource Management and Performance Appraisal
2. Performance Management and Staff Development.
3. Compliance of Human Resource Policies and Procedures and Organizational Growth.

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# APPENDICES

# APPENDIX I: SELF ADMINISTERED QUESTIONNAIRE

Dear Sir / Madam,

I am a student of Nkumba University pursuing a Master’s Degree in Business Administration; I am carrying out a study on “***human resource planning and performance of privately owned enterprises in Uganda, focusing on Ntake Group of Companies***”. I therefore seek your cooperation for the success of this research by kindly filling and returning this questionnaire. The information given will be strictly confidential and only used for the purpose of this research. Thanking you; in advance for taking the time to share your views.

### Section A: Demographic Characteristics of the respondents

Tick the most appropriate option that applies to you

**1. Age**

1) 20 -25 years 2) 26 -30 years 3)31-35 years 4)36-40 years

5) 41- 45 years 6) above 46 years

**2. Gender**

 1) Male 2) Female

**3. Highest level of education attended**

1) Certificate 2) Diploma 3) under graduate degree 4) Masters

5) Others ……………………………… (Please specify)

**4. Department of deployment**

1. Administration 2)Accounts and Finance 3)Procurement
2. Marketing/Sales 5)Public relations 6) Casual Laborer

**5. Number of years employed intake Group.**

1. 1-5 years 2) 5-10 years 3) 10-15 years
2. 15-20 years 5) 20 years and above

|  |  |
| --- | --- |
| **1** | Strongly disagree |
| **2** | Disagree |
| **3** | Neutral |
| **4** | Agree |
| **5** | Strongly Agree |

*For each of the following statements in section B, C D and E below, specify your level of concurrence by ticking one of the given statements using the following 5 point scale defined as follows:*

**SECTION B: ANALYZING NTAKE OBJECTIVES AND HUMAN RESOURCE PLANNING FOR ORGANIZATIONAL PERFORMANCE**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Statement**  | **1** | **2** | **3** | **4** | **5** |
| **1.** | Ntake Group of Companies has sound HR planning policies and procedure to ensure performance. |  |  |  |  |  |
| **2.** | Ntake Group of Companies complies with HR planning policies and procedure to ensure performance. |  |  |  |  |  |
| **3.** | The HR planning policy sets out obligation and standards of behavior to ensure performance. |  |  |  |  |  |
| **4.** | The HR department identifies the purposes and objectives of the organization. |  |  |  |  |  |
| **5.** | Recruitment and retention policies outline the organization value to ensure performance. |  |  |  |  |  |
| **6.** | Ntake Group regulatory framework includes legislation and whole-of- government HR policies and procedures. |  |  |  |  |  |
| **7.** | HR planning policies are effective at supporting and building the desired organizational goals to improve performance. |  |  |  |  |  |
| **8.** | Management always sticks to the established HR standards. |  |  |  |  |  |
| **9.** | Staff in HR department is well trained in handling and maintaining HR process. |  |  |  |  |  |
| **10.** | HR planning policies helps in maintaining transparency between the employers and employees in Ntake Group. |  |  |  |  |  |

**SECTION C: RELATIONSHIP BETWEEN SOUNDALLOCATION OF RESOURCES AND SALES OF NTAKE GROUP**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Statement** | **1** | **2** | **3** | **4** | **5** |
| **11.** | There is a systematic approach in managing Ntake Group resources.  |  |  |  |  |  |
| **12.** | Resource allocation allows strategy execution in Ntake Group. |  |  |  |  |  |
| **13.** | There is proper planning in management of resources to ensure improved performance. |  |  |  |  |  |
| **14.** | Ntake Group has automated resource request process. |  |  |  |  |  |
| **15.** | Ntake Group administrators efficiently track, manage, and secure all resources. |  |  |  |  |  |
| **16.** | Management monitors and oversees activities to assure staff is executing based on the written guideline. |  |  |  |  |  |
| **17.** | Ntake Group has technological resources to improve its performance. |  |  |  |  |  |
| **18.** | Human resource is properly managed to ensure productivity and performance. |  |  |  |  |  |
| **19** | Ntake Group ensures good asset maintenance by setting schedules. |  |  |  |  |  |
| **20.** | Ntake Group has maintained sound financial resources to ensure performance. |  |  |  |  |  |

**SECTION D: HR FORECAST ENHANCES PERFORMANCE OF NTAKE GROUP.**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Statement**  | **1** | **2** | **3** | **4** | **5** |
| **21.** | HR department forecasts both short and long term staffing needs. |  |  |  |  |  |
| **22.** | HR forecasting process help Ntake Group to determine the number of employees needed to improve strategic goal. |  |  |  |  |  |
| **23.** | HR forecast help Ntake Group recognises talent and potential employee strength. |  |  |  |  |  |
| **24.** | Ntake Group scrutinise the current job market to enhance performance. |  |  |  |  |  |
| **25.** | HR department understand Ntake Group’s present and future objectives in order to successfully forecast workforce demand. |  |  |  |  |  |
| **26.** | Ntake Group determines effective employee training needs to enhance performance. |  |  |  |  |  |
| **27.** | Ntake Group has improved its employee retention and recruitment strategies to ensure performance. |  |  |  |  |  |
| **28.** | Managers consider whether employees are working in positions that fully utilise their strengths, abilities and experience. |  |  |  |  |  |
| **29.** | HR department evaluate whether employees have the eligible qualifications and expertise to satisfy the Ntake Group’s future needs. |  |  |  |  |  |

**SECTION E: PERFORMANCE**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **No.** | **Statement**  | **1** | **2** | **3** | **4** | **5** |
| **30.** | HR department has done to increase levels of productivity. |  |  |  |  |  |
| **31.** | There are increased sales due to proper management of all sorts of resources. |  |  |  |  |  |
| **32.** | There is presence of quality production in Ntake Group. |  |  |  |  |  |
| **33.** | Proper human resource planning has led to profit maximization in Ntake Group of companies. |  |  |  |  |  |
| **34.** | Regular innovations have contributed to Ntake Group’s performance. |  |  |  |  |  |

# APPENDIX II

# INTERVIEW GUIDE

1. How do you understand HR planning and Performance in Ntake Group of Companies?
2. How does proper human resource planning contribute company productivity?
3. Do you realize increased sales due to achievements in Haman Resource?
4. Does HRP process help Ntake Group improve product quality?
5. How does human resource planning maximize organization profits?

**END**