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**HUMAN RESOURCE PLANNING AND EMPLOYEE
PERFORMANCE IN NON-GOVERNMENTAL
ORGANIZATIONS:
A CASE OF MAISHA HOLISTIC AFRICA
FOUNDATION KAGADI DISTRICT, MID-WESTERN UGANDA**
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Job Satisfaction*

Background to the Study

Exceptional employee performance is the goal of every organization and is entirely dependent on strategies that organizations use to retain quality employees (Basaza, 2016). According to Devaro (2017) most organizations are choosing retention especially planning as their best strategy of promoting organizational performance. Employee performance management has been a longstanding concern for organizations, its historical underpinnings extending to the early 20th century. The groundbreaking Hawthorne studies of that era marked a pivotal shift, illuminating the intricate social and psychological dynamics affecting employee performance (Dessler et al., 2019). These seminal inquiries underscored the multifaceted nature of productivity, elucidating the influential role played by factors such as job satisfaction, interpersonal relationships, and working conditions. Consequently, the emergence of the human relations theory emphasized the

pivotal importance of cultivating positive work environments and prioritizing employee welfare (Armstrong & Taylor, 2019).

At the onset of the industrial revolution heralded significant transformations in work landscapes, characterized by the proliferation of factories and the mechanization of labor. This epochal transition posed novel challenges for employers, necessitating the optimization of workforce productivity and efficiency (Chen & Chiu, 2020). Early endeavors in performance management, notably the adoption of piece-rate systems, sought to incentivize heightened output but often engendered feelings of monotony and disconnection among workers (Wang & Shao, 2019). In the early 20th century, amidst limited labor market mobility, human resource planning which entails ensuring job security emerged as a primary mechanism for retaining talent (Chen & Chiu, 2020). However, as organizational paradigms evolved, a burgeoning emphasis on employee engagement emerged, fostering a paradigm shift towards involving employees in decision-making processes and nurturing a sense of organizational commitment (Wang & Shao, 2019). At the same time the advent of performance appraisal systems aimed at methodically evaluating and augmenting employee performance gained prominence, often entwined with mechanisms for rewarding and advancing high performers (Kehoe & Wright, 2019). A study by Alemu and Zewde (2018) conducted in Ethiopia found that effective human resource planning practices such as training and development positively influence employee performance by improving their skills and knowledge. Similarly, Tetteh and Abrokwah (2018) in a study conducted in Ghana found that human resource planning practices such as training and development positively affect employee performance by enhancing their ability to perform their job duties. In contrast, a study by Nyamwange and Ngari (2020) conducted in Kenya found that although human resource planning practices such as training and development are important; they have no significant effect on employee performance. The authors suggest that this may be due to the lack of proper implementation of these practices in the organizations studied. Never the less, none of the above

studies was conducted in Uganda particularly at Maisha Holistic Africa Foundation thus the existence of contextual literature gap that the current study aimed to bridge.

In addition Alzaidi and Alsharari (2020) contends that lack of human resource planning negatively impacted employee performance in Saudi Arabian firms. The author argued that the absence of clear HR policies and procedures lead to confusion and inconsistency in employee management, resulting in decreased morale and productivity. However, Hartoyo (2017) thinks organization employees are better made with continuous training rather than just training. Accordingly, there are so many benefits associated with training, including: high morale – employees who receive training have increased confidence and motivation; lower production costs - training eliminates risks, because trained personnel can use material and equipment better and more economically, which reduces and avoids waste; lower turnover - training brings confidence in the workplace, which in turn reduces job turnover and avoids absenteeism (Alzaidi and Alsharari, 2020). Closer look on how employees are motivated indicates that it becomes disturbingly clear that the more you use rewards to motivate, the more employees tend to lose interest in whatever they had to do to get the rewards. The more reinforcing the reward is, the more it erodes intrinsic interest. therefore, suggested that, various devices can be used to get employees to do something, but that is a far cry from making people want to do something in this regard, non-monetary rewards apply.

Across various global contexts, including post-independence African nations like Uganda, the choice of developmental models or theories has significantly shaped trajectories of employee performance. For instance Herzberg (1964) theory links workplace as major determinants of job satisfaction resulting to employee performance. Furthermore, at the realm Herzberg's framework, hygiene factors serve as preventive measures against job dissatisfaction and include elements such as salary, working conditions, supervisor relationships, and the overall work

environment. In contrast, extrinsic motivators encompass reward-driven behaviors arising from incentives such as recognition, achievement, job security, salaries, management support, and company policies (Herzberg, 1964). Accordingly, such factors play a crucial role in fostering intrinsic motivation and job satisfaction among employees. Herzberg's theory resonates with contemporary perspectives on the value of planning and employee retention, emphasizing the importance of addressing both hygiene factors and motivators to cultivate a culture of engagement and performance excellence within organizations (Herzberg, 1964). By acknowledging the significance of factors such as job security, allowances, salaries, recognition, and achievement in fostering employee motivation and satisfaction, the Maisha Holistic Africa Foundation can develop targeted retention strategies aimed at mitigating issues such as employee absenteeism, negative conduct, and non-compliance with organizational policies and procedures (Maisha Holistic Africa Foundation, Annual Report, 2022). Therefore, the utilization of Herzberg's theory in this study offers a robust theoretical framework for investigating the intricate interplay between organizational dynamics in terms of human resource planning, training and rewards and employee performance in the dimensions of duty attendance, timeliness in task completion and level of client satisfaction.

Aware of this need Maisha Holistic Africa foundation in the recent invested in planning for its human resources as a basis to enhance performance. This is evidenced through initiatives such as offering flexible work arrangements, providing opportunities for training and development, recognizing and rewarding employee contributions, and promoting a culture of open communication and collaboration, alongside timely payments, provision of employee benefits, and sponsoring staff for continuous education (Maisha Holistic Africa Foundation, 2022). Despite these concerted efforts, Maisha Holistic Africa Foundation continues to grapple with significant challenges in the realm of employee performance. These challenges are notably evident in the high rates of absenteeism among junior staff and reports of negative conduct

among employees—particularly support staff. Furthermore, there has been a concerning decline in compliance with organizational policies and procedures. For instance, the foundation's 2021 annual performance report revealed that 40% of junior technical staff were absent from work without official approval, indicating a systemic issue. Additionally, the foundation experienced a 30% decline in annual performance in 2020, reflecting broader organizational shortcomings (Maisha Holistic Africa Foundation, 2022). This scenario underscores the pressing need for Maisha Holistic Africa Foundation to critically reassess its strategies for improving employee engagement and performance. While commendable planning initiatives were implemented, the persisting challenges suggested underlying issues requiring deeper investigation and targeted interventions. This was the basis upon which the set out to examine whether or not human resource planning strategies are linked to employee performance within Maisha Holistic Africa Foundation.

Materials and Methods

The study employed a case study research design, while focusing on mixed method approach and multistage sampling strategy. This allowed easy collection of data from a total of 89 participants out of 102 population size drawn from Maisha Holistic Africa. The justification for the choice for both the design and the approach was that by the nature of study the decision was to ensure to present holistic, in-depth study outcomes. The principle of proportional allocation was applied to all population categories to determine the sample sizes for the different categories of respondents (Opoku, Ahmed & Akotia, 2016). In proportional allocation, the sizes of samples from different strata were kept proportional to the size of the strata arrive at the appropriate sample (Creswell, 2018). This implied that both quantitative and qualitative methods were used to collect data. The internal reliability or consistency of the questionnaire was measured using the Cronbach's alpha coefficient taking only variables with an alpha coefficient value more than 0.6, accepted for research (Taber, 2018). Content Validity Index (CVI) was assessed for the

questionnaire and result showed 1.0 implying that all the constructs of the questionnaire were valid and therefore in position to capture the intended information. The Cronbach's alpha coefficient was generated through the use of Statistical Package for Social Scientist (SPSS) Software version 20.0. Descriptive and inferential statistics supported quantitative as well as qualitative analysis techniques ; content, thematic and comparative analysis techniques were utilized to generate the study findings.

Results

The standardized beta coefficient of human resource planning is 0.871 which is positive implies that human resource planning has a positive significant effect on employee performance. In addition, the standardized beta coefficient of human resource planning of 0.871 also reveals that unit improvement in human resource planning leads to 0.871-unit improvements in employee performance and a unit decline in human resource planning also lead to 0.871 unit decreases in employee performance keeping other factors constant. Furthermore, the corresponding p-value of the standardized beta coefficient of 0.871 is 0.000 which is smaller than 0.05 at 5% level of significance implies that the effect of human resource planning on employee performance is statistically significant at 5% level of significance. Therefore, the null hypothesis which states that "there is no significant effect of human resource planning on employee performance in Maisha Holistic Africa foundation" was rejected and the alternative hypothesis that "human resource planning has significant effect on employee performance in Maisha Holistic Africa foundation" was accepted. At the same time the research question that "What is the effect of human resource planning on employee performance in Maisha Holistic Africa foundation" was answered that, "Human resource planning affects employee performance in Maisha Holistic Africa foundation

Conclusions

Based on the findings of the it was concluded that organizations especially Maisha Holistic Africa Foundation can only improve employee performance when factors of human resource planning are aligned to support good development activity plans, individual objectives and performance targets. Such efforts are deemed to propagate employee abilities to productivity (timely accomplishment of tasks), attendance to duties, and effective execution of duties. Thus investment in effective plans is ideal especially to not only facilitate management effectiveness but a good practice for the wellbeing of the employees.

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