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Human Resource Planning and Employee Performance at Vision For Africa International (VFAI-Uganda)

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Abstract

The study examined the influence of human resource planning on employee performance at Vision for Africa International. Three research objectives guided the study and were; examine the influence of employee forecasting, motivational strategies and resourcing strategy in human resource planning on employee performance VFAI. A cross sectional survey design with both qualitative and quantitative approaches was used. The findings revealed a positive significant relationship between the independent variable human resource planning attributes (employee forecasting, motivational strategies and resourcing strategies) and employee performance in a regression analysis where changes in employee forecasting (r^2 = .528) would lead to 52.8% chance change in employee performance. Similarly, changes in motivational (r^2 =.442) implies that 44.2% variation in employee performance can be explained by the changes in the motivational strategy in human resource planning and changes in resourcing strategy in human resource planning (r^2 =57.2) could explain up to 57.2% variation in employee performance. It was concluded that the organization did not periodically carry out employee forecasting and its employee forecasting process largely looks at qualifications and tends to neglect other employee attributes, financial rewards were emphasized, employees were not provided with incentives and prefers internal recruitment. It is therefore recommended that the organization enlists the services of a human resource consultant to draw proper and practical functional employee forecasts to ensure right number of employees, advice on other appropriate, affordable and worthy financial and non-financial rewards, and design appropriate processes for employee resourcing to achieve suitable employee requirements.

Key words: Human Resource Planning, Employee Performance Uganda

Introduction

Modern personnel planning dates back to the 1940s where it was used for employee allocation and development of career structures during the times of skills shortage. However, its arrival as a discipline with a strong conceptual base was with the works of Bartholomew (1967) at the University of Kent, Morgan at Cambridge and Smith (1971) at the United Kingdom (UK's) Civil Service Department. Human resource planning was increasingly criticized in the 1980s as being prescriptive, over centralized and lacking in flexibility and personnel planning in the processes of human resource management. The desired role for human resource planning then with the increase in people skills was even more pronounced if institutional success was to be realized (Abdullah, 2009).

Gomez-Mejia et al, (2008) explains that human resource planning is a decision making process that aimed at identifying and acquiring the right numbers of personnel possessing the right skills and motivation to achieve high performance levels, and the creation of interactive linkages between business objectives and personnel-planning. This involves hard and soft human resource planning process. The human resource planning is based on assessments of the requirement, the availability of these qualities, the measurements of the extent to which they exist, and this is done through the use of staff surveys, analysis of the outcomes of performance management reviews and the opinions generated through the focus groups.

Human resource planning in most NGOs is hampered by a difficult working environment, where perceptions on NGOs are often negative, management usually centralized around the founders and the boundaries among the various actors are blurred and more importantly the operations of the NGO players within the country are restricted and highly regulated. Employee performance in NGOs is further hampered by the procedural requirements that organizations must adhere to before they can engage in any operations and project implementation (Ibembe, 2007).

Many employees continue to undermine the importance of the performance targets set by the organizations, lack commitment and drive in the performance of their duties, don't exhibit the right enthusiasm towards the work and the organization they work for (Vareta, 2010). Most employees are mindless of the tasks they are undertaking and focus much on the financial remuneration and rewards attached to the jobs performed. Similarly vision for Africa international is a Non-Governmental Organization that largely carries out charitable activities meant to improve the livelihoods of children in Uganda. In executing its activities the organization needs committed and planned for staff members that the human resource department must address during the human resource planning process. It is in this regard that the organization must carry out a regular and effective human resource planning process hence need for the study.

Statement of the problem

Vision for Africa International has a human resource policy manual in place to aid the management of the organizations human resources. There are guidelines in place as well to ensure adherence to the human resource policies manual in conducting activities related to the human resources in the organization. These documents explain in detail how employees are supposed to be sourced, managed and retrenched. In 2011, the organization endeavored to revise its human resource policies so as to match the modern world human resource management process. Despite these interventions, VFAI still has a significant number of challenges, in its human resource planning process. According to VFAI performance audit report (2012), 44% of employees do not finish tasks assigned to them in time, there are increased levels of absenteeism among employees, there is lack of staff commitment, failure to meet targets by some staff members, late submission of reports, and poor teamwork among the organizations employees. The continuation of these situations implies that the organization may continue to have poorly performing human resources; this may result into failure to achieve organizational objectives hence subsequent collapse of the organization. It is from this background that the study sought to examine how human resource planning influences employee performance in non-governmental organizations taking a case of VFAI.

Purpose of the study

The study examined the influence of human resource planning on employee performance in nongovernmental organization at Vision for Africa International.

Objectives of the study

- To examine how employee forecasting in human resource planning influences employee performance at VFAI.

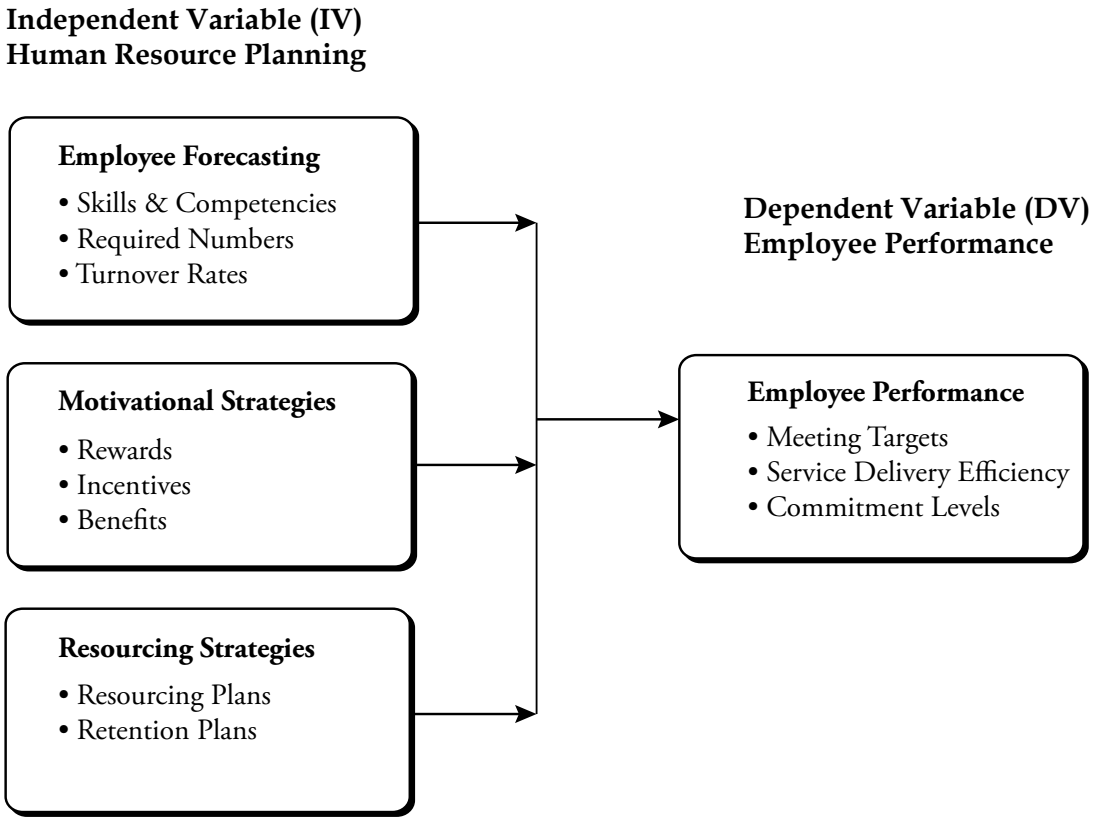
- To establish how motivational strategies in human resource planning influences employee performance at VFAI.
- To examine how resourcing strategy in human resource planning influences employee performance at VFAI.

Hypotheses of the study

- There is a positive significant relationship between employee forecasting in human resource planning and employee performance at VFAI.
- Motivational strategies in human resource planning significantly influence employee performance at VFAI.
- Resourcing strategy in human resource planning significantly influence employee performance at VFAI.

Conceptual Framework

The conceptual framework presents the dependent and independent variable independent. The independent variable was human resource planning and the dependent variable was employee performance. It was conceptualized that in human resource planning where there is employee forecasting. This looks at skills and competencies of employees, planning for the required number of employees, where in motivational rewards are; rewards, incentives and benefits. In a resourcing strategy where there are resourcing plans in place and retention plans then employee performance is likely to be influenced in terms of meeting targets, ensuring service delivery efficiency with high commitment among employees.



Source: Self conceptualized as guided by Armstrong 2010.

Literature Review

Theoretical Review

The outcomes theory (Duignan, 2008), was used to guide the study as it provides an integrated perspective on the functioning and optimal design of outcomes systems. From the performance perspective of this study, the outcomes theory explains and measures results, goals, objectives and targets. Therefore in the event that the rightful human resources are targeted, recruited and properly motivated, it predicts the nature of outputs to be obtained by each employee. In the human resource planning process, the theory helps to identify the core objectives of human resource personnel in the organization and the likely outcome and importance of such personnel to the organization and other stakeholders, in trying to achieve organizational objectives.

Employee forecasting in human resource planning and employee performance

Casson (2008) points out that in human resource planning, the spurious precision of quantified staffing level plans has little value when reconciled with the complex and frequently changing nature of manpower, the business and the external environment. The typical concept of human resource planning as a matter of forecasting the long term demand and supply of people fails because the ability to make these estimates must be severely limited by the difficulty of predicting the influence of external events. There is a risk, in the words of Heller (2002) that sensible anticipation gets converted into foolish numbers, and their validity depends on large, loose assumptions.

Human resource planning is more likely to concentrate on the skills to be required in the future, and may do no more than provide a broad indication of the numbers required in the longer term, although in some circumstances it might involve making short term forecasts when it is possible to predict activity levels and skills requirements with a reasonable degree of accuracy. Such predictions will often be based on broad scenarios rather than on specific supply and demand forecasts (Armstrong, 2010).

Demand forecasting on the other hand is the process of estimating the future numbers of people required and the likely skills and competences they will need. The ideal basis of the forecast is an annual budget and longer term business plan, translated into activity levels for each function and department or decisions on downsizing. Details are required of any plans or projects that would result in demands for additional employees or different skills: for example setting up a new regional organization, creating a new sales department, carrying out a major project or developing new products or services. So far as possible, plans should also be reviewed that could result in rationalization, and possibly downsizing, as a result of a cost reduction drive, a business process re-engineering exercise, new technology leading to increased productivity, or a merger or acquisition (Lawrence, 2003).

Supply forecasting measures the number of people likely to be available from within and outside the organization, having allowed for attrition that is labour wastage and retirements, absenteeism, internal movements and promotions, and changes in hours and other conditions of work. The forecast is based on; an analysis of existing human resources in terms of numbers in each occupation, skills and potential; forecast losses to existing resources through attrition. Human resource planning provides the basis for plans to improve retention rates forecast changes to existing resources through internal promotions; effect of changing conditions of work and absenteeism, sources of supply from within the organization, sources of supply from outside the organization in the national and local labour markets (Arthur et al, 2006).

Motivation strategies and employee performance

The objective of human resource planning is to obtain highly motivated employees ready to perform as expected by the organization. As expressed by Keep (2009), is to obtain the right basic material in the form of a workforce endowed with the appropriate qualities, skills, knowledge and potential for future training.

The selection and recruitment of workers best suited to meeting the needs of the organization ought to form a core activity upon which most other HRM policies geared towards development and motivation could be built.

As a motivational strategy in the human resource planning process, the recruitment plan should include plans for attracting good candidates by ensuring that the organization will become an employer of choice. This could be achieved by such means as generally improving the image of the company as an employer and by offering better remuneration packages; more opportunities for learning, development and careers; enhanced future employability because of the reputation of the organization as one that employs and develops high quality people, well as the learning opportunities it provides; employment conditions which address work life balance issues by, for example, adapting working hours and arrangements and leave policies, and providing child care facilities or vouchers to meet the needs of those with domestic responsibilities, better facilities and scope for knowledge workers, such as research and development scientists or engineers or IT specialists, golden hellos' (sums of money paid upfront to recruits) and generous relocation payments (Cherian, 2011).

Through the use of part-time workers, organizations use this as a motivational strategy in human resource planning process. This gives room for flexibility in hours worked and better utilization of organizational resources. There are lower unit labor costs because overtime levels for full-time workers are reduced; higher productivity on repetitive work because part-time workers can give more attention to their work during their shorter working day. However part-timers are generally less willing to undertake afternoon or evening work, may find it more difficult to vary their hours of work, and may be less mobile, rates of labour turnover may be higher among part-timers and part-timers may be less committed than full-time employees. This has a significant impact on employees' levels of performance within the organization (Deborah et al, 2003).

Resourcing strategies and employee performance

Resourcing strategy is not just about recruitment and selection. It is concerned with any means available to meet the needs of the firm for certain skills and behaviours. A strategy to enlarge the skill base may start with recruitment and selection but would also extend into learning and development programs to enhance skills and methods of rewarding people for the acquisition of extra skills (Reddington et al, 2005). The recruitment choices may be whether the organization promotes only from within or whether it goes to the external market. Does the organization have narrow or wide career paths? In the compensation area, does the organization promote high or low base salaries, few incentives or many incentives? Does the organization afford limited or high employment security? By following through this particular approach, each specialist function is required to set operational objectives which are consistent with the human resources mission statement and objectives and ultimately the corporate strategy. It should also ensure that remuneration programs are consistent with career planning and development activities (Pettinger, 2004).

The resourcing strategy tends to have resourcing plans that focuses on preparing plans for finding people from within the organization and from outside, or for training programs to help people learn new skills. The analysis must also establish how many people need to be recruited in the absence of qualified people within the organization or the impossibility of training people with new skills in time (Hunt, 2004). Retention strategy that helps in preparing plans to retain people already hired in organization. Here an analysis of why people leave may provide some information, but rarely employees give the full reason why they are going. The survey results could be supplemented by focus groups in which they would discuss why one of them stay or leave and identify any kind of problems (Ordiorne, 2005).

Resourcing plans helps preparing plans for finding people from within the organization for training programs to help people learn new skills. If needs cannot be satisfied from within the organization, preparing longer term plans for meeting them by attracting high quality candidates as the employer of choice. Flexibility plans; planning for increased flexibility in the use of human resources to enable the organization to make the best use of people and adapt swiftly to changing circumstances. Retention plans: preparing plans for retaining the

people the organization needs. Resourcing strategy provides the basis for these plans within the framework of business needs. It wills, however, be more strongly based if it is underpinned by a process of scenario planning (Mamoria & Gankar, 2003).

Research methodology

Design

The study adopted cross-sectional survey design. Cross sectional survey design is the selection of a small sample of respondents from a bigger population to act as an inference of the bigger population (de Vaus, 2002). Cross sectional survey design allowed the use of both qualitative and quantitative approaches in the study.

Study population

The study targeted 6 senior managers, 30 administration staff and 54 support staff members making a total population of 90. The choice of these respondents was premised on the fact that they are top managers and or have been in the organization for a longer period of time therefore know how human resource planning process impacts on employee performance

Sample Size

The sample size of the study was 80 as presented below in the table and it was determined using Israel (1992) simplified formula as shown below.

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

Where N = population size
n = sample size
e = level of precision (0.05)

Table 1: Number of participants per category

Category	Target Population	Sample size	Sampling technique
Senior managers	6	6	Purposive
Administration Staff	30	28	Simple random
Support staff	54	46	Simple random
Total respondents	90	80	

Source: Primary source

The study used purposive sampling techniques to select the senior management staff. Purposive sampling is a form of non-probability sampling (Polit & Hunglar, 1999,) that is used to select respondents that are specific and known. Simple random sampling was used to select administrative staff members and support staff members. Lottery method was used to select both administrative staff and support staff members.

Data collection instruments

The study used a 5-likert scale questionnaire which was administered to staff members and support staff. The questionnaire was administered to the sampled respondents since the respondents in this category had been identified and known.

Face to face interviews with the help of an interview guide was conducted among senior managers. The researcher believed that these people could provide rich information in regard to human resource planning and employee performance.

Validity and Reliability

The study adopted content validity which is the degree to which data collected using particular instruments represents a specific domain of indicators or content of a particular concept. Validity is the accuracy and meaningfulness of inferences, which are based on research results. It is the degree to which results obtained from the analysis of the data actually represents the phenomenon understudy (Mugenda, Mugenda 2003).

The study used cronbach confident alpha in testing the reliability of instruments. According to Mugenda and Mugenda (2003), reliability refers to the measure of the degree to which research instruments yields consistent results after repeated trials. To ensure the consistency of the research instruments, cronbachs coefficient alpha (α) was determined and it was found to be 0.821 above α of 0.7 and was considered strong and the researcher proceeded to data collection as the instrument were considered reliable.

Data Management and Analysis

A computer package SPSS was used to enter, edit, clean and sort data. This package was used obtain descriptive statistics. In establishing the relationships among variables, bi-variate multivariate analysis in form of correlation and regression analysis was used to ascertain the magnitude of effect the dependent variable has on independent variable. Data analysis of qualitative data in the three objectives of the study used content analysis where each piece of work answered in the interview guide was read thoroughly to identify themes where it belonged.

Study Findings

How employee forecasting influences employee performance at VFAI.
This study examined how employee forecasting in human resource planning influences employee performance at VFAI. Respondents participated in answering questionnaires and interviews. In this study the variable employee forecasting had various components including; skills, competences, required numbers and turnover rates. Findings from interviews are presented first followed by those from the questionnaires and documents as presented herein below.

Employee forecasting of personnel in human resource planning

	Mean	Std. Deviation	N
Applicants qualifications are given highest priority	4.30	1.562	71
Employees skills are considered as the highest priority in recruitment	2.04	1.061	71
The organization emphasizes acquisition of highly knowledgeable personnel	4.21	1.502	71
Professional knowledge is highly emphasized in recruitment	4.01	1.062	71
The organization places emphasis on recruitment of experienced employees	4.08	1.131	71
The organization adheres to recruitment of the right number of employees as per human resource policies	2.14	1.552	71
There is always emphasis for specialized skills in the recruitment process	2.51	1.351	71
Only quality number of personnel are hired in the organization	1.83	1.253	71
Professional qualifications are highly regarded in the recruitment process	2.03	1.383	71
Individual personal talent are highly regarded in the recruitment process	2.14	1.552	71
Employees with adequate qualifications are given high priority	2.11	1.293	71
Valid N (listwise)			71

It was agreed in the study that, in the human resource planning process the organization gives the highest priority to the qualifications of the applicants (mean=4.30). This implies that only such employees with the required educational qualification are recruited for particular positions in the organization in order to avoid shortages that may occur as a result of poor forecasts. The preference of employees with the required qualifications is based on the need of the organization to acquire highly knowledgeable personnel (mean=4.21) in that particular field of need for the organization. Therefore in the planning process it's believed that having enough qualified personnel that have better knowledge on particular aspects being required by the organization requires having good forecasts for the required number of employees in the organization.

This is related to interview results wherein respondents were asked how employee forecasting in human resource planning influences employee performance and from the interview findings it was revealed that employee forecasting is an important aspect in any organization and it enables the organization make appropriate forecast in as far as future human resource numbers required for the job and this enables effective utilization of the workforce without over working them as one of the respondents stated;

> "for overtime, this organization has always faced a challenge of shortage of employees at some time, when the organization cannot go through process of recruitment and personnel are really required"

This implies that despite the importance of employee forecasting the organization, has not been carrying it out given the scenario response above. Failure to do proper employee forecasting implies that staff shortages are usually experienced at any time by the organisation. Also by the time the organization experiences employee shortages, it finds the organization unprepared and this largely affects the performance of some tasks in the organization affecting the overall performance of the organization.

In the study, it was disagreed that employees skills are considered as the highest priority (mean=2.04) in the human resource planning process. This implies that in addition to the qualifications, the organization would emphasize employees with skills in particular aspects that the organization may be interested in as it helps to attain the required performance objectives of the organization.

Related to importance of employee skills in employee forecasting, in interviews it was also revealed that employee forecasting is very important in identifying employee's abilities and skills as one respondent said that;

> "employee forecasting helps identify employee strengths and weaknesses"

Therefore once the employees' strengths and weaknesses are identified and considered for attention, the employees are better placed and encouraged to better their performance and will be boosted the organization as the week or strong aspects of the employees will have been identified for action accordingly.

In the study, it was also revealed that when forecasting employees in human resource planning, possession of professional knowledge and skills is highly emphasized in recruitment process (mean=4.01). Professional knowledge in areas of accounting, procurement and other fields are largely required as they bring on board professionalism and great expertise to the organization in the effort to achieve its set objectives.

It was also agreed that the organization places emphasis on recruitment of experienced and knowledgeable employees (mean=4.08). In the human resource planning process, when forecasting employees the organization emphasizes on recruiting employees that have some previous years of experience in a particular field. This saves the time and resources to spend on training such individuals.

Related to the above, respondents acknowledged during the interviews that employee competencies' enable the employees perform their tasks efficiently and the employee skills and potential assist in the development of the organization. It was further explained that where there are work competence, then the organization is moved to another level. One the employee's skills have been identified, assignments are given according to the employee's competencies and this makes work manageable, hence the attainment of the organizations targets

It was however disagreed that the organization adheres to recruitment of the right number of employees as per human resource policies (mean=2.14). This implies that the right number of employees in the organization has not been rightly achieved as at times the organization experiences employee shortages. This however, is sometimes as a result of resource inadequacies to spearhead the process.

The interviews as related to this finding revealed that forecasting the required employee numbers by the organization enhances effective performance, meeting of deadlines and efficiency levels are high as employees will not be over burdened and over whelmed by work.

In employee forecasting it was revealed that it is important to consider the qualifications, skills, and competences of employees in fact one of the respondents revealed that;

> "the human resource department in its employee forecasting process they largely consider employee qualifications rather than other aspects"

This implies that the organization places more emphasis on the qualifications of employees rather than their skills and competences in the planning process. Notwithstanding that an employee can be qualified for the job, sometimes without the right skill and competence, they may not adequately execute certain tasks hence consuming a lot of the organizations resources and time in training such an employee and this may not be efficient where the services of that employee are needed urgently. This does not only affect an employee's output, confidence and performance levels but also their ability to perform the job.

Testing hypothesis one

That there is a positive significant relationship between employee forecasting in human resource planning and employee performance at VFAI. Results from a correlation analysis between employee forecasting and employee performance are presented in the table below.

Correlation between employee forecasting and employee performance

Correlations

		Employee forecasting	Employee performance
Employee forecasting	Pearson Correlation	1	.727**
	Sig. (2-tailed)		.000
	N	71	71
Employee performance	Pearson Correlation	.727**	1
	Sig. (2-tailed)	.000	
	N	71	71

**. Correlation is significant at the 0.01 level (2-tailed).

From the results as shown above, it's clear that there is a positive significant relationship between employee forecasting in human resource planning and employee performance in nongovernmental organizations. The correlation coefficient of .727 with a significance value of .000 explains the nature of the relationship in this situation. Since the p.value is 0.000 higher than 0.01 the relationship is significant hence supporting hypothesis one which states that "There is a positive significant relationship between forecasting of personnel in human resource planning and employee performance at VFAI". This implies that in a situation where during the planning process, employees with the right skills and competences are obtained, the required numbers of employees in place, and turnover rates controlled in the organization, then there is great likelihood that employee performance will be greatly improved.

Regression analysis employee forecasting and employee performance

R=.727 R2=.528

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.721	.107		6.730	.000
	Employee forecasting	.264	.030	.727	8.783	.000
a. Dependent Variable: employee performance						

The results of the regression analysis indicate the coefficient of determination R^2=0.528 which shows that 52.8 % variation in employee performance is explained by changes in employee or personnel forecasting in the organization. This implies that any changes in employee forecasting would lead to 52.8% chance change in employee performance in the organization. The results of the study show that employee forecasting is significantly related with improved employee performance in the organization (β =0.727, ρ<0.01). This supports hypothesis one which stated that there is a positive significant relationship between employee forecasting in human resource planning and employee performance in nongovernmental organizations. This means that improvement in the manner in which employee forecasting is done in this institution significantly affects the performance of employees in this institution.

How motivational strategies influence employee performance at VFAI

The variable motivational strategies was looked at in regard to rewards practices in place, the incentives that are likely to given to employees in the organization and the specific benefits that are given to employees in the organization.

Motivational strategies and employee performance at VFAI

	Mean	Std. Deviation	N
The organizations reward policies are well laid out and known to all	2.44	1.339	71
The organization has a well laid out satisfactory salary structure for its employees	2.14	1.486	71
The organizations salary structure is fair and competitive at different levels	2.30	1.346	71
Non-financial rewards are streamlined in the organizations policies	4.07	1.345	71
Employees benefit equally from the organizations benefits	1.66	.925	71
The organization emphasizes job security for its employees	2.44	1.317	71
The organization gives special rewards to competitive best performers	2.30	1.487	71
All employees are provided with good working environment	1.80	.950	71
Employees are given guarantee opportunities to developed their skills and innovations	2.06	1.501	71
The organization encourages employee career development	2.14	1.302	71
Valid N (listwise)			71

In the study, the respondents disagreed that the organization's reward policies were well laid out and known to staff (mean=2.44). Although organization has a reward policy in place, the policy is not known to the employees except a few. This means that some employees may not even know exactly what some of their reward and entitlements are in the organization are by virtue of being employees. This may affect their performance if at all they come to know and such benefits were not being given to them.

In objective two respondents were asked in interviews how motivational strategies in the human resource planning process and how this influences employee performance and it was revealed that the organization has a different set of rewards that are given to its employees and these largely include financial and non financial rewards and these are very important in predicting the performance of employees in the organization, in fact one of the respondents explained that;

> "some motivational rewards are appreciated, although some employees take them for granted and assume that they are not very important, but in general they help influence the performance of employees"

This implies that despite the existence of various forms of reward strategies in place both financial and non financial like salaries, wages, pension, promotions among others, there is a section of employees who do not value them that much, but they are very important in improving the motivation of employees to work.
In the study, it was disagreed that the organization has a well laid out satisfactory salary structure for its employees (mean=2.14) and that the organizations salary structure is fair and competitive at different levels (mean=2.30). The organization has a salary structure in place but it is not known to all staff in the organization. Staff are limited to knowing the salary they earn despite being in the same category of work. However knowledge about each other's salary may be de-motivating especially when the figures are different with same job levels. This may bring about dissatisfaction and complaints among employees which aspect can affect their performance.

It was also agreed that non-financial rewards are well streamlined in the organizations policies (mean=4.07). In the human resource planning process the organization has a fully fledged human resource policy manual that it uses as a reference in the planning process. This helps to capture key issues in the reward process, like the non-financial rewards.

However more often, such policy provisions like on rewards are not implemented and this creates low motivation among employees in the organization.

Related to the above results from findings, interview results reveal that the organization does not offer non financial rewards that are significant as one respondent explained that;

> "for us those non financial incentives, like health insurance, study leave are not given….and this somehow affects the performance levels"

This implies that failure to provide some of these incentives like medical insurance that enhances their prestige and feel good factor working with an institution may be a source of low performance since they feel the organization does not have them at heart. Incentives like those boost the morale of employees to work passionately for the organization, thereby improving on the overall performance of the organization.
It was disagreed that employees benefit equally from the organizations benefits (mean=1.66) in this organization and that special rewards to competitive best performers (mean=2.30). Although the organization has well stipulated benefits policy, they are not practiced as it should be since some employees are not equally given the same benefits as others. This has some negative consequences as performance is likely to reduce due to dissatisfaction of some employees on such issue.

Related to the above are results from interviews where it was revealed that good reward promotes effectiveness in employees as one respondent said that;

> "good rewards in the organization help us the workers to do work more satisfactorily and effectively"

Therefore with good rewards in place, it enables employees to perform their tasks more efficiently and effectively since they appreciate what the organization offers them and this largely improves their performance levels in the long run. Also employees become more creative and efficient with their work since they fear losing their jobs and loosing such opportunities would not be good and that if employees are motivated more, employees will be in position to attain, its targets.

It was disagreed that the organization emphasizes job security for its employees (mean=2.44). In the organization there is no particular emphasis on job security aspect of the current employees. This implies that employees may lose their jobs without any protection from the organization and this may affect their performance levels since they may not be sure of their job security.

It was also disagreed that the organization provides all employees with a good working environment (mean=1.80). There are limited opportunities for the development of employee skills and innovations (mean=2.06) and encouragement of the development of the carrers of the employee (mean=2.14). This implies that the working conditions in the organization are not very significantly conducive to all employees in the organization. The organization does not openly encourage or provide opportunities for skills development and innovation to its employees or neither does it encourage career development in terms of giving employees opportunities for further studies. This however may affect the performance of such employees who see career development as an important aspect for them.

Testing hypothesis Two

That motivational strategies in human resource planning significantly influence employee performance at VFAI. Results from a correlation analysis between motivational strategies are presented in the table below.

Correlation between motivational strategies and employee performance

Correlations

		Employee performance	Motivational strategy
Employee performance	Pearson Correlation	1	.671**
	Sig. (2-tailed)		.000
	N	71	71
Motivational strategy	Pearson Correlation	.671**	1
	Sig. (2-tailed)	.000	
	N	71	

**. Correlation is significant at the 0.01 level (2-tailed).

Results in objective two indicate that there is a positive significant relationship between Motivational strategies in human resource planning significantly influence employee performance at VFAI. The correlation coefficient of .671 with a significance value of .000 explains the nature of the relationship between the two variables. Since the p.value is 0.000 higher than 0.01 the relationship is significant hence supporting hypothesis one which states that "Motivational strategies in human resource planning significantly influence employee performance at VFAI". This implies that in a situation where rewards given to employees are appropriate and known to all and appreciated by all, incentives that are well distributed among employees and benefits that cover key issues of employees like health significantly determine the manner in which employees perform at the organization.

Regression analysis

A single regression analysis was run between motivational strategies and employee performance was obtained and results are presented in the table below.

A single regression analysis of motivational strategy and employee performance

R=.671 R2=.442

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.770	.118		6.531	.000
	Motivational strategy	.235	.031	.671	7.515	.000

a. Dependent Variable: employee performance

In the regression analysis of objective two from the table above, regression results were obtained with a coefficient of determination R^2=0.442 which shows that 44.2 % variation in employee performance is explained by changes motivational strategy. This implies that any changes in human resource planning motivational strategy would lead to 44.2% chance change in employee performance in the organization. This implies that if all aspects that related to employee motivational strategies are significantly important in predicting the performance of employees in the organization. Also, in the study results confirm that human resource planning motivational strategy are significantly related to improved performance of employees at VFAI (β =0.671, ρ<0.01). This supports hypothesis one which stated that "Motivational strategies in human resource planning significantly influence employee performance at VFAI". Therefore improvement on motivational strategies in human resource planning process, significantly determine the nature of performance likely to be exhibited by employees in the organization.

How resourcing strategy influences employee performance at VFAI

	Mean	Std. Deviation	N
the organization encourages internal recruitment of employees for all vacancies in the organization	4.30	1.303	71
headhunting of employees is encouraged by the organization	4.37	1.149	71
the organization has a well laid out termination strategy	2.14	.876	71
the organization has an employment security strategy laid down	1.53	1.073	71
the organization takes measures to ensure employment retention	1.55	1.329	71
the organization has created a working environment that ensures employment retention	1.92	1.481	71
the organization has a competitive remuneration packages to ensure employee retention	1.28	.453	71
the organization emphasizes external recruitment	4.45	.501	71
Valid N (listwise)			70

In objective three of the research it was agreed that the organization encourages internal recruitment of employees for most of the vacancies in the organization (mean=4.30). Internal recruitment ensures the availability of employees who are well known versed with the organization's operations and aspirations and already used to the organizations structures resulting in less orientation and training for such employees. However, if not checked and the right parameters considered, internal recruitment may be done wrongly with favoritism and may affect organizational performance as well as the performance levels of other employees when they get to know about the favoritism.

Related to the above, during interviews it was revealed that majorly in the resourcing strategy all modes of resourcing for employees are used however, preference is made to internal recruitment in fact one of the respondents explained that

> "first priority in the employee resourcing process is put on already existing employees in the organization"

This implies that the organization prefers recruiting from inside as this reduces on the costs involved in training employees to the required organization standards and expectations. Therefore internal recruitment helps to source for employees that are suitable and fit for the job more appropriately within the organization and when this fails that's when other means are considered.

It was, however revealed that the organization also encourages headhunting of employees (mean=4.37) in its human resource planning process. Therefore when the organization fails to get the required number of employees within the organization head hunting is resorted to as the option to fetch only such employees that have the rightful skills and qualifications.
In the study, it was disagreed that the organization has a well laid out termination strategy (mean=2.14) and a laid down employment security strategy (mean=1.53). In the resourcing strategy, it was revealed that the organization does not have a well stipulated termination strategy that ensures that jobs for all employees in the organization are well protected from any form of exploitation and mismanagement by any officer in the organization. Lack of such an aspect in the organization may lead to poor performance among employees.

It was also disagreed that the organization takes measures to ensure employee retention (mean=1.55) and that the organization has created a working environment that ensures employmee retention (mean=1.92). This implies that there are no measures in place that are supposed to ensure that job retention is highly respected and well preserved for all employees.

Related to the above findings, in interviews, it was revealed that the organization does not have a practical employee retention plan in place as one respondent revealed that

"our organization does not have any practical and functioning employee retention strategy, there are a few lines in the HR manual that talk about employee protection"

This therefore, implies that the organization lacks practical and functioning employee retention strategies and plans that are supposed to protect employees from any unfair dismissals from the organization. This means that an employee can face dismissal any time for any slightest of offence. It should be noted that good retention plans enable employees to own up and work for results whole heartedly and with high devotion towards work and this improves the performance of each employee and the whole organization at large.

Testing hypothesis Three

That resourcing strategies significantly influence employee performance at VFAI. Results from a correlation analysis between resourcing strategy in human resource planning and employee performance are presented in the tables below.

Correlation between resourcing strategy and employee performance.

Correlations

		Employee performance	Motivational strategy
Employee performance	Pearson Correlation	1	.761**
	Sig. (2-tailed)		.000
	N	71	71
Resource strategy	Pearson Correlation	.761**	1
	Sig. (2-tailed)	.000	
	N	71	71

**. Correlation is significant at the 0.01 level (2-tailed).

As indicated in the table above there is a positive significant relationship between resourcing strategy in human resource planning and employee performance. The obtained correlation co-efficiency of .761 with a significance value of .000, explains the positive nature of relationship that exists between resourcing strategy and employee performance in the institution. Since the p.value is 0.000 is smaller than 0.01 the relationship is significant hence supporting hypothesis three that "Resourcing strategy in human resource planning significantly influence employee performance at VFAI". This implies that in a situation where resourcing and retention plans are well laid out then employee performance in the organization is likely to significantly improve.

Regression Analysis

A single regression analysis was run between resourcing strategy and employee strategy and results are presented in the table below.

A single regression analysis resourcing strategy and employee performance

R=761 R2 =572

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.781	.092		8.530	.000
	Resource strategy	.234	.024	.761	9.742	.000

a. Dependent Variable: employee performance

In the regression analysis of objective three as seen in the table above, regression results were obtained with a coefficient of determination R^2=0.572 which shows that the 57.2% variation in employee performance in the organization is explained by the changes in human resourcing strategy. Thus any changes in human resourcing strategy would lead to 57.2% chance change in employee performance. Therefore, it implies that if all aspects that related employee resourcing strategy were improved there would be a significantly improvement in the performance of employees within the organization. The study results also confirmed that human resourcing strategies are significantly related to improved performance of employees at VFAI (β=0.781, $p<0.01$). This supports hypothesis one which stated that there is "Resourcing strategy in human resource planning significantly influence employee performance at VFAI". This means that efforts to improve on resourcing strategy in human resource planning process, significantly determine the nature of performance likely to be shown by employees in the organization.

Summary and discussion of findings

Employee forecasting influences employee performance at VFAI

In the study, it was revealed that there is a positive significant relationship between employee forecasting in human resource planning and employee performance at VFAI. Therefore, where the planning process identifies the rightful skills and competences and they are obtained, and the required numbers of employees are in place, and turnover rates are controlled in the organization, then there is positive likelihood that employee performance will be tremendously improved. Therefore after achieving this objective on how employee forecasting influences employee performance at VFAI which is a nongovernmental organization one would wonder what next. This organization being a non-governmental organization encourages more of internal recruitment than external recruitment in its resourcing process, but if the organization is to attract more valuable talent to the organization that is more productive and more performance specific it needs to start recruiting externally to have a wider pool of talent skills, knowledge, experience and expertise. This will enable the organization to break away from the already used and may be biased employees in the organization who may be failing to perform as result of too much familiarity to the system of which new employees from outside would have other new values to promote the goals of the institution and besides it would take time for them to start taking management for granted. If this is effectively done can contribute to effective employee productivity and performance in the organization.

This is in line with Lawrence, (2003) who assert that forecasting is the process of estimating the future numbers of people required and the likely skills and competences they will need. The nature in which this is done significantly influences the performance of employees. The ideal basis of the forecast is an annual budget and the long term business strategy and plan, translated into activity levels for each function unit and department or decisions on downsizing.

There is a positive significant relationship between employee forecasting in the human resource planning and employee performance in the organization. In regression it was predicted that 52.8 % variation in employee performance is explained by changes in employee forecasting in the organization. This implies that, any changes made in employee forecasting in the human resource planning would lead to 52.8% chance change in employee performance. Improvement made in the manner in which employee forecasting is conducted in the institution will significantly affects the performance of employees in the institution.

This is in line with Edwin, (2004) and supply forecasts can then be analyzed to determine whether there are any deficits or surpluses that may affect performance levels among employees. This provides the basis for recruitment, retention, and if unavoidable downsizing, plans in the organization. Computerized planning models can be used to achieve this purpose. Basic forecasting calculations can also be carried out using a spreadsheet that sets out and calculates the numbers required for each job/task according to the output levels planned by the organization. The organization currently has a narrow career path being a nongovernmental organization it considers itself to be having less or no resources to promote a wider career path for all the

employees in the organization, like sponsoring them for further education on further education, professional courses, career development courses and refresher courses. The organization, would wish to do this they have more funding for their activities though currently it is more or less of a narrow approach. However its paramount that this organization adopts a wider career path for its employees, if it is attract more serious and competent people especially those whose major motivation comes from career development than the remuneration packages. This will greatly improve on corporate image of the organization as well as attract well engaged employees to effectively perform as required by the organization.

Establish how motivational strategies influences employee performance at VFAI

The study revealed that there is a positive significant relationship between motivational strategies in human resource planning and employee performance at VFAI. Therefore, in a situation where rewards and incentives given to employees are realistic, appropriate, known and appreciated by the employees and when such rewards and incentives are equitably allocated to employees with such benefits covering key aspects of employee needs like health care, the rewards and incentives will significantly affect how the performance of the employees in the organization. After looking at the positive relationship that exists between the motivational strategies in place and performance of employees one needs to ask themselves the nature of remuneration in place in terms of salaries, incentives and benefits. In this organization this aspects are still weak especially for the benefits and incentives. The organization offers reasonable salaries which most employees are willing to work for, though benefits and incentives remain very low and to some employees not there for them. Therefore there is need to advocate for improved incentives and benefits for the employees which may come in form of performance bonuses, over time pay and allowances for activities done off station. This will significantly improve on the willingness and motivation of employees to have effective performance in the long run.

As Cherian, (2011) asserts motivational strategy in the human resource planning process, the recruitment plan should include plans for attracting good candidates by ensuring that the organization becomes an employer of choice. This could be achieved through means such as, improving the organization's image as an employer who offers a good and better remuneration packages; offers more opportunities for learning, development and career growth; offers employment conditions that address the balancing of social life and work, for example, adapting working hours which are flexible and suit the different needs of its employees, existence of appropriate leave policies, provision of early child care facilities; gift vouchers to best performers; better work facilities to suit the different scope of knowledge for its workers and the use of golden hellos' (sums of money paid upfront to recruits) to attract knowledge workers whose profiles the organization would wish to have on board.

In a regression results it was predicted that 44.2 % variation in employee performance is explained by changes in the motivational strategy determined by the human resource planning. Therefore any changes made to the motivational strategies in human resource planning would lead to 44.2% chance change in employee performance in the organization. On establishing the magnitude of effect motivational strategies have on employee performance in this organization one would ask themselves whether employment security as one of the factors that would act as a source of employee motivation to this institution is strong. Job security in the organization is only guaranteed by the rules, regulations and guidelines as stipulated and guided by the human resource office. Employment is terminated on violation of those stipulations, organizational values in which situation the managers of the organization remain with a bigger decision on the employees' employment status at the organization rendering the employment security viably secure since court processes can take course in event of un fair termination. However there is need to put in place more serious measures of ensuring that employment security in the organization is more guaranteed and this allows motivational performance amongst employees in the long run.

Thus, all aspects related to employee motivational strategies are significantly important in predicting the performance of employees in the organization. This finding is in line with Goffee & Scase, (2010) who assert that a labor welfare facility includes various services, benefits and facilities offered to employees by the

employer. Through such other benefits offered to the employee, the employer makes life worth living and enjoyable for his employees and this will translated into commitment, desire and drive in the employees. Such welfare amenities are extended in addition to the legally provided for wages, salaries and other economic benefits entitled to by the employees. The basic purpose of labor welfare is to enrich the employee's life and keep them happy and contented at work. In other words, welfare facilities offered by an organization that promotes the well-being of its employees are essential in winning and maintaining whole hearted cooperation and attachment to the organization by the employees. The benefits are consider as a great gesture from the employer and great importance is attached to them by the employee even where the employees could have had the means and ability to afford them. Schemes touching employee welfare are regarded as a wise investment because these would result into profitable returns in the long or short term as a result of greater efficiency by the employees.

How resourcing strategy influences employee performance at VFAI

There is a positive significant relationship between resourcing strategy in human resource planning and employee performance. In a situation where resourcing plans and retention plans are well laid out, employee performance in the organization is likely to significantly improve. After establishing the positive relationship that exists between the organizational resourcing strategy and how this influences employee performance, one need to understand how this is done in the organization. The organisation runs a fully fledged human resource management office with a functional and operational system. In conjunction with other offices they formulate the strategic direction of the organization and ensure that all objectives are set as to be achieved in a timely manner. Where it is paramount to ensure that the human resource objectives are in line and consistent with remuneration programs and objectives as well as career development activities, some of these objectives fail to be effectively achieved especially on remuneration packages as much emphasis is put on salary than other reward practices and this in away reduces the performance motivation of some employees. Much emphasis is therefore needed on resourcing strategies that promote motivational performance.

This finding is in line with Reddington et al, (2005) who assert that resourcing strategy is not just about recruitment and selection but rather that, it is more concerned with any means available to meet the needs of the firm in respect to specific skills and behaviors. A strategy to enlarge the skill base may start with recruitment and selection but would also extend into learning and development programs to enhance skills and mechanisms of rewarding people for the acquisition of extra skills.

The regression predicted that a 57.2% variation in employee performance is explained by changes in the human resource resourcing strategy. This implies that, changes in human resourcing strategy by the organization would lead to 57.2% chance change in employee performance in the organization. Therefore, where all aspects that relate to employee resourcing strategy are improved then it would significantly improve the performance of employees in the organization. This finding is related to Hunt, (2004) who explains that resourcing strategy tends to have resourcing plans that focuses on preparation plans aimed at finding employees from within and outside the organization, or development of training programs that enable employees learn new skills. Employee retention strategies largely relate to such measures in place that ensure that best of the organizations employees are retained and groomed into better assets for the organization. This is however not the case in this organization, the institution basically lacks retention strategies that are important an key in retaining talented, skilled, experienced and professional employees. Effort is need to change this by changing the current policies on reward management or sourcing for more funding to implement this. Such will help improve on retention of employees in the organization with willingness to perform.

Conclusion

Employee forecasting is not periodically carried. This has sometimes caused employee shortage crisis during the peak periods when recruitment in the shortest possible time is not possible. This compromises the performance levels of the already over stretched staff as well as the performance of the organization.

The organization in its employee forecasting process largely emphasis qualifications of the employees and tends to neglect other employee attributes like skills and job competences among others. This may lead to attraction of qualified but inappropriate employees in the organization and this may compromise the performance levels of various departments in the organization.

The organization prefers recruiting internally. Although this provides the already existing employees the opportunity to be considered for the vacant positions and growth generally, the process comes with a few weaknesses of favoritism and inability to attract and obtain the most competitively complete employees in the labour market among other aspects if not checked and the recruitment process may be viewed as being biased and unfair.

The organization placed a lot of emphasis on qualifications of employees to be attracted into the organization, by leaving out other key employee attributes and this may overtime largely compromise the performance of employees in the organization

Recommendations

From the study findings, the following recommendations were made.

The organization needs to hire a private human resource consultant who will work with its human resource manager to develop practical and functional guidelines for employee forecasting during each particular period to reduce instances of employee shortages so that the organization does not conduct panic recruitments.

The consultant will also develop a recruitment reference kit which will act as a reference point to ensure good and diverse attributes the required employee are looked out for and identified in the recruitment process. This will enable the organization attracts only those employees that are appropriate for given tasks within the organization and this will also help improve the organization performance levels in all the different organizational departments.

The organization may further use the external consultant to plan draw processes by which the organizations may following in having the right employee estimates during the planning process appropriately required by the organization according to its growth projections and actual growth postings. This will ensure that reduction in employee shortages faced by the organization.

The organization working through its human resource department needs to introduce other financial and non financial rewards other than salaries and wages to motivate its employees and this can be achieved through hiring an HR consultant to advise and draw mechanisms on achieving this. These could include allowances for particular activities performed, over time pay for extra hours genuinely performed among others. This will help improve on the morale and ultimately the performance of the employees.

This can be done through first evaluate the organizations internal capacity to support the measures and then design appropriate nonfinancial rewards and means through which the organization can effectively manage and apply the initiatives.

In hiring the HR consultant, the consultant will also advise on the appropriate employee resourcing strategy the organization could adopt. Ensuring that the organization attracts and recruits only such employees that meet the job requirements and are dynamic to meet the changes job requirements whether sourced from within or outside the organization. This will enable the organization avoid the dangers that come with either only internal or external recruitment policies. The organization's emphasis of concentrating on the employees qualifications majorly should be revisited and emphasis placed on an all round employee that possesses other intangible but necessary requirements to perform the job or task at hand.

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