

**EFFECTIVENESS OF THE HUMAN RESOURCES PLANNING IN HIGHER  
LEARNING INSTITUTIONS: THE CASE OF MBEYA UNIVERSITY OF  
SCIENCE AND TECHNOLOGY**

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**2015**

**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: *“Effectiveness of Human Resources Planning in Higher Learning Institutions: A Case of Mbeya University of Science and Technology”*, in partial fulfillment of the requirements for the degree of Master of Business Administration of the Open University of Tanzania.

.....

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Date

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I, **Judith Ghati Egina**,do hereby declare that this dissertation is my own original work and has not been submitted and will not be presented to any other college, Institutions or University other than the Open University of Tanzania for Academic credit.

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Date

## **DEDICATION**

This work is dedicated to my children (Arianna Obassy Mwasabwite and Ian Obassy Mwasabwite).

Kids! Love you so much.

## ACKNOWLEDGEMENT

I thank the Almighty God the provider of knowledge and wisdom for seeing me throughout my studies and for enabling me to undertake my research successfully, without His grace I would not have made it. I extend my deep appreciation to my supervisor Dr. W.A Pallangyo whose constant encouragement, suggestions, guidance and constructive criticism contributed much towards the successful completion of this study. I am greatly indebted to the staff of Mbeya University of Science and Technology (MUST) for their valuable aid and cooperation in the provision of the needed information vital for this research. A number of people contributed in one way or another towards the success of this thesis report. However; few will be mentioned to represent all those who assisted me both morally and materially toward my academic success.

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**ABSTRACT**

The study was aimed to examine the determinant factors in the effectiveness of Human Resources Planning in the higher learning institution, taking Mbeya University of Science and Technology as the case study. The study also wanted to identify methods of Human resource planning. The study also wanted to establish whether existing human resources planning methods have been effective in acquisition and retain staff. Lastly to analyze challenges facing human resources planning. This was a case study and quantitatively research was used. To get primary data respondents were selected randomly and purposively for the case study and data was collected through administrating structured questionnaires. Interviews were conducted. For secondary data document review was used. Data was coded, edited and analyzed. The study found that judgmental, forecasting, trend analysis, replacement and ratio are methods which MUST be applied in human resources planning. But also it was found that financial constraints, technology, lack of expertise and the incapability of the staffs, and workforce diversity are challenges which influence human resource planning. Also the study found that to a large extent human resource planning is effective at the Mbeya University of Science and Technology. So it is recommended that to put more emphasis on human resources planning so as ensure University goals are achieved.

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**LIST OF ABBREVIATIONS**

HLI	Higher Learning Institution
HRP	Human Resources Planning
HRM	Human Resources Management
HR	Human Resources
IMF	International Monetary Fund
MIST	Mbeya Institute of Science and Technology
MUST	Mbeya University of Science and Technology
SAPS	Structural adjustment programs
URT	United Republic of Tanzania
WB	World Bank

## CHAPTER ONE

### INTRODUCTION AND BACKGROUND

#### 1.1 Introduction

Human resource planning aims at fulfilling the objectives of manpower requirement. It helps to mobilize the recruited resources for the productive activities. The human resource planning is an important process aiming to link business strategy and its operation. It ensures that people are available to provide the continued smooth operation of an organization and determines the future needs of manpower in terms of the number and kind (Gupta,2005).

It helps to cope with the change associated with the external environmental factors. It helps assess the current human resources through human resources, inventory and adapts it to changing technological, political, socio-cultural, and economic forces, recruit and select the most capable personnel to fill job vacancies. But also determines human resource needs, assesses the available human resources, inventory level and finally recruit the personnel needed to perform the job, identifies the skill requirements for various levels of jobs.

Then it organizes various training and development campaigns to impart the required skill and ability of employees to perform the task efficiently and effectively. It focuses on the optimum utilization of human resource to minimize the overall cost of production, reduces the impact of uncertainty which are brought by sudden changes in processes and procedures of human resource management in the organization (Stone, 2005).



Human resource planning is a long term activity, which enables organizations to cope with coming obligations to achieve its objectives. It is a technique to hire a right person for the right job with the right experience for the accomplishment of organizational goals. Achieving organizational goals solely depends on the human resource planning, because human skills, play an important role for goal accomplishment. For the accomplishment of goals it is necessary that goals must be achievable, measurable and there should be a time frame for it. Human resource planning tells you that how many people with how much qualification and experience are required to do that job in specified period of time. Once the process is started there is need of regular follow up and review so that things go in the right direction so that the organization goals to be achieved (Mondy and Noe, 2006).

## **1.2 Background of the Study**

Human resource planning is the estimation of future demand for and supply of human resources for the accomplishment of state organizational goals. It consist all the activities of human resource management such as forecasting, collecting information, policy making, recruitment, training and development, motivation and development of human resource in the organization. When the right number and the right kind of people in terms of skills, knowledge and years of work experiencing are arranged at the right job within the right time such organization will develop (Gupta, 2005).

Human resource planning involves gathering of information, making objectives, and making decisions to enable the organization achieve its objectives. Everyone in the organization 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. The organization could not manage or products and services created and delivered without the use of the skilled personnel. Technology and money are also required to achieve the goals of the organization, but these resources cannot be utilized without any assistance from people (Onah, 2008).

All organizations should have written goals that are part of their business plan. These goals can describe what the company plans to accomplish in terms of market share, growth and profitability. If goals are tied to other external awards, such as group recognition or rewards, it can further improve the motivation level (Gupta 2005). It is up with experts in human resources to help managers leverage the combined talents of employees so that all objectives can be met. Managers and HR workers can experiment with performance management strategies, but they need effective HR practices to motivate employees and maintain their loyalty (Amstrong, 2006).

The importance of planning human resources in a public organization cannot be over-emphasized. Human resource planning is necessary to be careful done in order to meet socioeconomic goals of the society.. Human resources planning therefore provide direction, reduce uncertainty, and minimize waste and sets standards. Therefore, according to (Yusufu 2006) no activities can be done without planning; just as nothing can be done in any organization without first determining the organization's human resource needs.

There is an increasing realization of 2000's; there were increasing claims that the route to competitive advantage is achieved through people. A crucial element is the

degree to which a link exists between the human resources practice and organizational achievement (Amstrong, 2006).

Human resource planning is a very important aspect at MUST. This is due to the fact that, at MUST the most valued assets is the people who collectively contribute to the achievement of its objectives. Human resources play a critical role in this University. It maintains that human resource is the valuable assets which are necessary to support the strategy of the organization. The human resource planning process is the essential tool to identify the appropriate workforce staffing levels and justify budget allocations. HRP ensures that the organization develops and maintains a talented and energetic workforce to support organizational Mission, objectives and strategies. MUST is operating in a rapidly changing environment such as demographic shift, changes in technology and workforce diversity. However, Human resource planning has traditionally been used by organizations to ensure that the right people are in the right job, at the right time doing the right jobs. For the time being MUST have developed strategic human resource planning so as to stay competitive and attract and retain the key individuals upon which its success depends. Effective human resource planning has become even more important at MUST to ensure University goal are achieved (MUST, 2015).

However, many organizations are striving to ensure there is effective human resources planning. But there are a number of challenges facing many organizations. These include a mismatch between applicants and Skills. This might be because there is more demand in the organization than there is in the available talent in the

job market. However, recruiting strategies aren't attracting the right talent. Not being able to fill positions that are critical to achieving organizational goals, hence leave it in a weak position. The needs of employees are dynamic, so employers need to satisfy them so as to be motivated and productive. Programs must address these different needs in one culture. Also, technological changes require workers to continuously add new technical skills. HR planning involves planning for organizational learning or developing staff skills, to keep pace with changes in the business market (MUST, 2015).

### **1.3 Statement of the Problem**

Human resources planning help to improve employee performance, client satisfaction and involvement to boost productivity, service quality and innovation. The standard lecturing load in use at MUST has been 16 hours per week for theory teachers, 8 hours per week for skills development, 4 hours per week for public service, 8 hours per week for student consultations and 4 hours per week for self study and writing (MUST,2015).

To assist recruitment process it was recommended that the ratio of academic staff: student is 1:8. Administrative staff: students be 1:20 Technical staff: Student is 1:50, Support Staff: Students is1:30. But over the years MUST has been expanding in terms of programmes being introduced and recruit more students. But concerns have been raised pertaining the declining of academic manning level. Some people have expressed concern with the shortage of academic staff in the University whilst there have been outcries that there was over manning in non academician category.

Also, there are complaints of labor imbalance, job insecurity, student performance not promising, technology change and rise of complaints and queries from academicians on workload and overall poor service quality. Therefore, this study intends to answer the question that is the human resource planning is effective to ensure that there is a significant relationship between the number of employees, number of students enrolled and program offered at the University.

#### **1.4 Objectives of the Study**

The study deploys both general objective and specific objectives.

##### **1.4.1 General Objective**

The general objective of this study is to examine the effectiveness of human resource planning in Higher Learning Institutions.

##### **1.4.2 Specific Objectives**

1. To identify the methods of human resource planning at the Mbeya University of Science and Technology
2. Assess the extent of which the existing human resource planning methods have been effective in acquisition and retain staff in the University.
3. Analyze the challenges facing human resource planning at the Mbeya University of Science and Technology.

#### **1.5 Research Questions**

1. What are the method of human resource planning used within the University?

2. To what extent has the Human Resources planning methods has been effective in acquiring and retain human resources of the Mbeya University of Science and Technology?
3. What are the challenges facing human resource planning system in the Mbeya University of Science and Technology.

### **1.6 Significance of the Study**

The study aimed to provide the best method of HRP in organizations, especially in high learning institutions which will ensure organization goals are achieved. Provides a procedure for establishment of effective Human Resources Planning to Mbeya University of Science and Technology so that the University goals of offering engineering, technology, technical education and training thus developing a critical mass of highly trained technical manpower in engineering fields, formulating plans for the promotion, development and improvement of the quality of education/training being offered to students and other customers, promoting and encourage staff and students innovativeness, initiatives and readiness in their fields of specialization and study would be achieved.

The result of the study will give a way forward to higher learning Institutions on how the best way to handle human resource planning (HRP) which reflect the internal and external environment for better decisions and action it has provided awareness and knowledge to higher learning Institutions (HLI) s in formulating and laying policies, strategies to ensure that their Institutions implement and attain their objectives.

### **1.7 Justification of the Study**

MUST is among high learning institutions facing stiff competition from both local and international Universities. Enrollment of students has been increased, so the number of employees, technology and clients needs is dynamic. This has increased the need of HRP to cope with changes.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents both theoretical and empirical literature reviews which would cover the concept of human resource planning, systems, effectiveness and challenges facing it.

#### **2.2 Conceptual Definitions**

##### **2.2.1 Human Resources Planning**

It is the process that links the human resource needs of an organization to its strategic plan to ensure that staffing is sufficient, qualified and competent enough to achieve the organizational goals. No organization can be successful in the long run without the right number and the kind of people doing the right job at the right time (Gupta, 2005).

##### **2.2.2 Theoretical Literature Review**

###### **2.2.2.1 Resources – Based View of the Firm Theory**

This theory is centered on the competitive advantage and sustained advantages (Barney, 1991). Any organization needs resources, be it physical resources, human resources and organizational resources. Human resources practices can be discussed from the view of making it as resources in the organization. It has been argued from the firm's resources point of view that to provide sustained competitive advantages the resources must be unique or rare among coherent potential commodities in the organization. Thus, the resource based view demonstrates the fact that, strategies are



not universally implementable, but are Contingent on having the human resources (personnel) base necessary to implement them (Jackson and Schuler, 1987).

Human resources can serve as a competitive advantage. The potential of capitalizing on superior human resources management is the means of maintaining competitive advantage. This theory is relevant in this study on the ground that, HRP expects the competitive advantages in the organization (Kleiman, 2005). HRP is done in the organization because it is assumed that HR adds value in the firm but sometimes it is needed to plan in order to get unique human resources. This theory focuses only on how personnel are seen as resources in the firm, but not on how they are obtained.

#### **2.2.2.2 Goal-setting Theory**

This had been proposed by Edwin Locke in the year 1968. This theory suggests that the individual goals established by an employee play an important role in motivating him for superior performance. This is because the employees keep following their goals. If these goals are not achieved, they either improve their performance or modify the goals and make them more realistic. In case the performance improves it will result in the achievement of the performance management system aims (Salaman et al, 2005).

#### **2.2.2.3 Systems Theory**

The systems approach views the organization as a total system comprised of interacting subsystems, all of which are in complex interaction with the relevant external environment. Organizations are pictured as "input-transformation-output systems" that compete for resources. The survival and prosperity of an organization

depend on effective adaptation to the environment, which means identifying a good strategy for marketing its outputs (products and services), obtaining necessary resources, and dealing with external threats (Yuki, 1994).

Survival and prosperity also depend on the efficiency of the transformation process used by the organization to produce its goods and services, on worker motivation, and in cooperation. The efficiency of the transformation process is increased by finding more rational ways to organize and perform the work and by deciding how to make the best use of available technology, resources, and personnel. Top management has primary responsibility for designing an appropriate organizational structure, determining authority relationships, and coordinating operations across specialized subunits of the organization (Yuki, 1994). A system can survive only when it delivers an output that can be exchanged for new inputs as well as for maintaining the system.

#### **2.2.2.4 Contingency theory**

The contingency or situational approach recognizes that neither the democratic nor the autocratic extreme is effective in all extension management situations. Also is an organizational theory that claims that there is no better way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. Generally the environmental factors such as technology, suppliers and distributors, consumers, competitors, government and unions to determine what has to be done. Organizations are open systems that need careful management to satisfy and balance internal needs and to adapt to environmental circumstances. In this case there is no better way to

manage. Management must be concerned, above all else, with achieving alignments and good fits, (Vroom and Yetton,1973).All the model above helped the study in the effectiveness of human resources planning at MUST. Furthermore, the models helped the study to investigate the effectiveness of HRP in higher learning institutionsTanzanian.

### **2.2.3 Human Resource Planning**

Human resource planning has been defined as the process by which management determines how an organization should move from its current manpower position to its desired manpower position. Thought its management strives to have the right number of people, the right kind of people at the right place at the right time does things, which results in both the organization and the individual receiving maximum long – range benefit (Ghupta,2005).

### **2.2.4 Objectives and Importance of Human Resource Planning**

HRP is designed to ensure optimum use of existing human resource, forecast future requirement for human resources, link human resource planning with organizational planning, provide control measures to ensure that necessary human resources are available as and when required, determine level of recruitment and training, facilitate productivity bargaining and estimate the cost of human resources and housing needs of employees. HRP carry on its work to achieve its objectives, helpful in the selection and training activities, ensures that adequate number of persons are selected and trained well in advance to fill future job vacancies in the organization. It identifies gaps in existing manpower in terms their quantity and talent and come with

strategies to develop existing manpower to fill future vacancies. Helps to replace employees, who retire, die, resign and incapacitated due to injury (Ghupta, 2005).

### **2.2.5 The Method used in Human Resource Planning**

Several scholars have written about how a company can determine its human resource needs and define plans on how to meet these needs. (Mondy and Robert ,1984) in their book titled the Management of human resources have written two types of techniques of forecasting demands, these are qualitative and quantitative based techniques. (Torrington and Hall,1987) termed qualitative based techniques as Delphi technique, where a series of questions are sent to experts to be completed anonymously until a consensus on the forecasted demands is reached.

The same method (Kleiman, 2005) called Judgmental methods where the demand is forecasted using the panel of experts who are asked to put their heads together. (Kleiman 2005) puts forward further that sales force estimates can be used to represent another judgmental approach for human resource demand. Other methods are statistical or mathematical oriented (Kleiman, 2005) According to these scholars; the methods are trend analysis, ratio analysis, and regression analysis and simulation methods. With a simple understanding these methods do forecasting of demand basing on the relationship between the business factor and work force size (Kleiman, 2005).

Human resource planning involves several steps, which includes analysis of organization plan, demand forecasting, supply forecasting, identifying manpower gaps and action planning (Armstrong, 2006).

### **2.2.5 Demand Forecasting**

This is the process of estimating the future numbers of people required and the likely skills and competencies they will need. Details are required for any plan or project that would result in demands for additional employees or different skills.

So far as possible, plans should also be reviewed that could result in rationalization and possibly downsizing as a result of cost reduction drive, a business process re-engineering exercise, new technology leading to increase productivity or a merger or acquisition. The demand forecasting that can be used to produce quantitative estimates of future requirement (Armstrong, 2006).

#### **2.2.5.2 Managerial/ Expert Judgment**

This is the typical method of forecasting whereby managers or specialist sit down and think about future workload. They decide how many people are needed. This can be no more than guesswork unless there is valuable evidence available of the forecast increases in activity level or new demands for skills.

#### **2.2.5.3 Ratio and Trend Analysis**

This is carried out by studying past ratios between, say the numbers of direct (Production) workers and indirect (support) workers in manufacturing plants and forecasting future ratios having made some allowance for changes in the organization or methods. The activity level forecast is then used to determine (in this example) direct labour requirements and the forecast ratio of indirect to direct would be used to calculate the number of indirect workers needed.

#### **2.2.5.4 Work Study Techniques**

Work-study techniques can be used when it is possible to apply work measurement. This is to calculate how long operations should take and the number of people required. Work study techniques for the direct workers can be combined with ratio trend analysis to calculate the number of indirect workers needed.

#### **2.2.5.5 Forecasting Skills and Competence Requirements**

Forecasting skills and competence requirements are largely a matter of managerial judgment. This judgment should however be exercised on the basis of careful analysis of the impact of project product market development and introduction of new technology, either information technology or computerized manufacturing.

#### **2.2.5.6 Supply Forecasting**

Supply forecasting measures the number of people likely to be available from within and outside the organization. Reasons may be labor wastage and retirement, absenteeism, internal movements and promotions and changes in hours and other conditions of works.

The forecast will be based on will be based on; Analysis of existing human resources in terms of numbers in each occupation, skills and potential, Forecast losses to excising resources through analysis of labor wastage, Forecast changes to existing resources through internal promotion, Effect of changing coalitions of works and absent schism, source of supply from outside of the organization in the national and local labor market (Armstrong, 2006).

### **2.2.6 Effectiveness of HR Functions**

The literature can be divided into different categories with reference to evaluation of the effectiveness of HR functions. In the first category, the effectiveness of HR functions is evaluated in terms of relative productiveness and cost-effectiveness. The focus is on generating a meaningful set of measures, such as employee turnover, absenteeism, health and safety records, and employee attitude, which can be tracked over time. These criteria are then used to evaluate the effectiveness of the HR function in terms of performance and cost (Stone, 2005).

In the second category, the effectiveness of HR functions is evaluated in terms of the value that it adds to business performance. This category focused on value-adding HR practices such as HR staffing, cost and remuneration, absence and retention, recruitment, training and development. This can be done through an opinion survey as measuring instrument, in the form of a questionnaire. The questionnaire would base on the customized evaluation model for HRP effectiveness. The structure of the questionnaire included key evaluation questions and defines evaluation criteria (Naves, 2002).

## **2.3 Empirical Literature Review**

Human resource planning is an important pre-requisite for national development. Most of the African countries have recouped the importance of human resource planning since the attainment of independence (Shangali, 2009) argued that African country among other problem that are facing is how to have effective government run by the quality human resources. One can commend that the human resources

planning in African countries are not linked with the objectives of the respective countries. Lack of professional, competent manpower has been addressed as the huge challenge which faces these countries. (Yambesi, 2009) supported this argument by asserting that many African countries continue to face human resource management (HRM) problems, in general and HRP, in particular. Among these obstacles are misplaced priorities, lack of coherent policies and appropriate planning processes, inadequate management capacity, poorly developed methodology, and lack of essential information.

African countries have expended a significant part of their meager resources in planning, development and utilization of human resources. Even the education policy in the decolonized African was based on human resource needs, in order to ensure that the number of African employees tall to that of departing colonial civil servants in so as to be able to carry out the economic achievement and growth. However, most plans in African countries are politically motivated and so they lack vision and of zeal to improve the life of the larger population in a specific society or fail to narrow the gap in social inequalities (Gatachew, 1998). Gatachew adds that, HRP in African countries is beset by data constraints, limited organization capability planning units and limitations of methodology and models on playing with the human resources planning.

Human resources planning in Africa are not consistent as (Shangali, 2009) asserted that it is having uncoordinated approaches. In fact, there is no match between demand and supply of human resources. It has been argued that people get training or educated for non existing jobs, and so fail to absorb trained and highly educated



people, and status inconstancy where by people occupy higher level jobs or are given little that are inconsistent with their training. Those shortcomings are not unique to the less industrialized countries. Some human resource planning in African is just because of the intrusive forces that dictate the conditions in their countries and derail them for their plans. A good example is the structural adjustment programs (SAPS) as promoted by the World Bank (WB) and international monetary fund (IMF) which is argued, that it has facilitated to unemployment and under employment in the less developed countries (Gatachew, 1998).

In Tanzania there is a problem also of workers to leave the organization due to pay system which does not improve motivational purposes. So far Tanzania has no comprehensive policy which is multi-sectoral on human resources development. But rather, there are fragmented policies in different sectors (URT, 2003.). This is one of the points to be made clear when planning for human resources. The researcher argues about the importance of considering the HRP approach which tackles the environmental culture rather than the traditional one.

Dessler (2001), opined that human resource planning is an ongoing process that is not static involving many interrelated activities which must be modified and updated as conditions require. It includes the planning and development of a human resource program, such as recruitment, performance appraisal, and training to ensure that people's needs in the organization are met. Strictly speaking, we should call this function "human resource planning and action programming." Furthermore, human resource planning requires detailed analysis of the present and the future to ensure

that the organization has the right number of people available who possess the right kinds of skills to perform the jobs required by the organization when the work is needed (Izueke, 2009).

## **2.4 Conceptual Framework**

This study assumes that dependent variable “effectiveness human resources planning” is influenced by the practices of the HRM department, HRP in particular, including staff skills plans, motivation and fair treatment issues, pay levels designed, career development framework, performance management framework, policies and framework as well as grading and remuneration system and training.

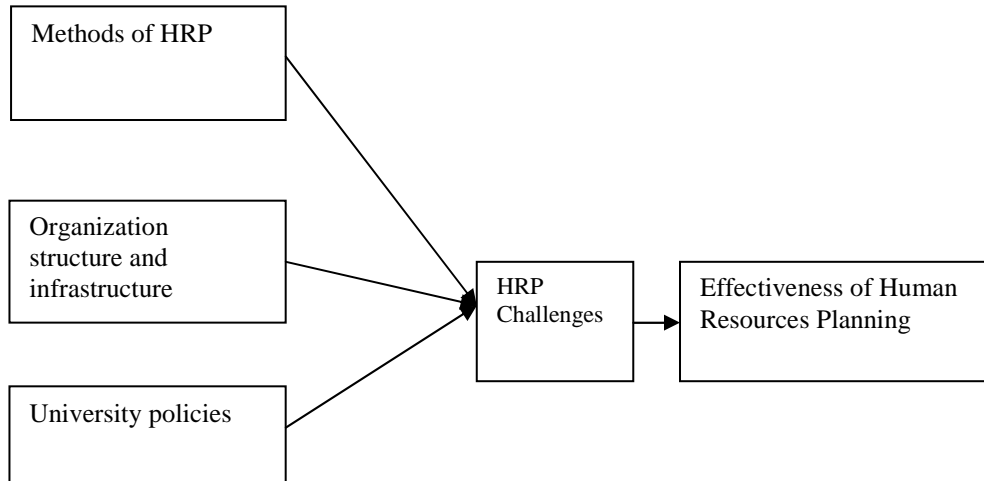
Organization goal performance is indicated by Job performance, employee’s utilization of their talents, the employee’s participation in the plan of their careers, share in training and development experiences, employee satisfaction and low turnover, commitment, lower absenteeism and higher quality of work and financial performance of the entire organization.

The model described in Figure 2.1 represents, the conceptual framework that will be applied as a theoretical underpinning for the fieldwork in this research. It is concluded from the literature review that academic research needs to increase its focus on evaluating the effectiveness of human resources planning on organizational performance. This research project would make its contribution in the position of human resources planning in Tanzania.

## Effective HRP Practices

### Independent Variable

### Dependent variable



**Figure 2.1: Conceptual Framework**

Source: Study (2015)

## 2.5 Research Gap

Most studies has been done concentrating at overall impact of Human resource functions on overall goal achievement of the organization, but they have ignored the planning part which is the cornerstone of HR department. Therefore, this study has concentrated on the effectiveness of the Human resources planning on achieving the overall goal of the organization.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This Chapter describes the methodology which was used in assessing effectiveness of Human Resources planning in higher learning Institution in the achieving organization goals. It gives an account of the area of the study, data type and sources, research design, targeted population and sampling design, methods applied in collecting data and their administration, validation of instruments as well as data analysis plan.

#### **3.2 Study Area**

The study was conducted at the Mbeya University of Science and Technology in Mbeya Region. The selection of the study area was based on the following two reasons. First, MUST is one of the higher learning Institution in Tanzania at which adopted HRP as per Government directives. Also, the topic in question has not been researched at MUST.

#### **3.3 Case Study Approach**

This case study method help the study to investigate a temporarily phenomenon with its real life context as the boundaries between the two phenomena. In this respect, the case study method enables the study to gain access to various data sources and to process an extensive variety of materials such as documents, artifacts, transcripts from interview and observations. Case study method also allows a systematic observe starvation of policies, structure and context of an organization.

### **3.4 Selection of the Case Study**

The study employed case study design to bring about the inner insights of the details and comprehensive in nature which assisted the study to get more information. Also on using these types of research design was easy to generalize the results to other higher learning institutions, in addition the use of case study design did not cost much compared to other research designs and it is flexible in using various methods of data collection. Has enabled the use of multiple sources of evidence and reduces the bias associated with the use of a single source of evidence. The Institution (MUST) is purposefully selected due to the fact that is, the higher Learning Institution in Tanzania which aims to develop academically, technologically and socially competent students, staff and other stakeholders who will be responsive to the broader needs and challenges of the society.

### **3.5 Study Population**

Kothari (2011) population is a group of individual persons or items from which samples are taken for measurement. The population study would involve MUST staffs both academic and nonacademic totaling 512.

### **3.6 Sample Size**

The study included 50 respondents as a representative sample of the targeted population (500) which is 10%. It was calculated from Nassiuma's formula

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

Where

n=sample size

$N$ =population

$C$ =Coefficient of variation

$e$ =Margin of error

Whereby:

$N=512$

$C=18.593$

$E=0.025$

Therefore

$$n = \frac{512 * 18.593^2}{18.593^2 + 512 - 1} * 0.025^2$$

$n=50$

**Figure 3.1: Population and Sample Distribution**

S/n	Respondents	Population	%	Sample	%
1	Academic staffs	292	57	30	60
2	Nonacademic staff	220	43	20	40
	Total	512	100	50	100

Source: Field Data, 2015

### 3.7 Sampling Techniques/Procedures

The study employed purposive and simple random sampling procedures/techniques in determining the required sample of the study ( $n=50$ ).

#### 3.7.1 Purposive Sampling

The study chose only those elements which believed to be able to deliver the required data.

### **3.7.2 Simple Random Sampling**

The names of the respondents were written for each group category (clients) of a finite population on a slip of paper, and slips of paper prepared to put into a box and mixed them thoroughly and then drawn (without looking) the required number of slips for the sample one after the other without replacement. The technique was appropriate because the sampling frame is not too large and each unit is accessible.

Simple random sampling was used to select 50 respondents. This is because no discrimination or special knowledge was required for employees to participate in the study and so bias is not deserved. This way, all achieved employee of MUST had equal probability of being chosen into a sample independently.

## **3.8 Sources of Data**

The study employed both the primary and secondary sources in obtaining the data.

### **3.8.1 Primary Data**

Primary data provided by the subjects in the sample through the scheduled interactions by using the well prepared tools. The tools employed to obtain the primary data in this study were interview method and self-administered questionnaire.

### **3.8.2 Secondary Data**

Secondary data obtained from literature sources or data collected by other people for some other purposes. These data provide second hand information and include both raw data and published ones. HR reports and copies of letters and minutes of

meetings, journals and textbooks were reviewed. Other secondary data in this study were obtained through internet search method and documentary analysis method.

### **3.9 Data Collection Methods and its Instruments**

Primary and secondary data; interview, internet search, documentary analysis and self-administered questionnaire methods were applied in data collection. A research instrument is a logical model that guides the researcher in the process of collecting; analyzing and interpreting data.

#### **3.9.1 Questionnaires**

The study applied both closed-end and open-end questions in designing the questionnaire. The primary motive of having structured questions is to save the respondent amount of thinking and effort. It provided an opportunity to have control over the thinking of the respondents in order to answer the question faster, cheaper, give the respondent ample time to give the required information in the provided document, hence 98% responded and only 2% didn't respond hence were replaced with others from population the HRP at MUST.

A questionnaire was framed in such a way that the response was quantified. In most questions the Likert scale which gave a statement to which a respondent was expected to indicate the degree of agreement or disagreement in order get an insight on the effectiveness of the HRP at MUST (See Appendix 1).

#### **3.9.2 Interviews**

Face to face interview was conducted to Director of Undergraduate Studies, Principals and Heads of Department in which respondents were asked a subject a



set of predetermined and probing questions. In this case there were conversations between interviewee and interviewer of oral-verbal stimuli and reply in terms of oral-verbal answers. Interviews facilitate the revelation of more information through the recording and taking down of notes from respondents (See Appendix 2).

The study provided the platform to guide the interview, explore issues and probe respondents. Personal interviewing was very flexible as a result, it allows the study to collect large amounts of information from the respondents. Personal interviews helped the study to observe gestures from management and elaborate further on the questioning should there be a need and this proved extremely informative.

### **3.9.3 Documentary Analysis**

Existing documents were reviewed of comparable business processes or systems in order to extract pieces of information that are relevant to HRP. The study explored data from statistical data, plain reports (quarterly reports, annual reports, evaluation reports, specific reports, monthly reports, training reports, Corporate Strategic Plans) and performance reports of the department and institution. This method was valuable because it replaces one or two existing systems and how it affects institute.

### **3.10 Data Analysis Plan**

Primary Data were edited, coded, hence analyzed quantitatively into frequencies and percentage and presented into graphs and tables which enable to answer the research questions and meet the research objectives. The effectiveness of human resource planning was compared between academicians and non-academicians.

### **3.11 Data Processing**

This study employed the following steps in processing the raw data before using descriptive measures to analyze them which are:

1. Editing the questionnaire/ interview guide: The entire filled questionnaire was proof read, crosschecked, corrected and finally summarized
2. Coding: Number was assigned to every question in the questionnaire based on the questions addressing each variable to facilitate analysis.
3. Data entry and analysis: Coded data were entered into the Statistical Package for Social Scientists Software (SPSS) hence analyzed through frequencies, percentages and tables. T- Test was run for comparison purpose between academic and non-academic staff on effectiveness of HRP.

### **3.12 Data Cleaning, Validity and Reliability Tests**

To test for reliability, a study used a scale test. Using SPSS software, questions in the questionnaire used to tested by distributing to a small number of respondents to measure their reliability of predictor variables. The reliability of the instrument was established using the cronbach Alpha measure of internal consistency which states that reliability coefficient of 0.7 is an indication of the presence of high reliability. In the view of the Kothari (2011), the cronbach Alpha ( $\alpha$ ) measure of internal consistency is useful when measures have multiple scored items such as attitudinal scale (Amstrong, 2006).

The concept of reliability and validity are core issue in determining the quality of a study. In order for a study to provide sufficiently sound, consistent and relevant evidence, the information provided must be both reliable and valid.

To a large extent the study has managed to test effectiveness through a well set up criteria. Test for validity of data collection instruments was done by developing a content valid data collection instrument which was typically achieved by a rational analysis of the instrument by rating on a Likert scale (1 to 5) familiar with the constructs of interest. Specifically, a study reviewed all of the items for readability, clarity and comprehensiveness and selected items included in the final installment.

### **3.13 Ethical Considerations**

All information collected from the respondents was treated with confidentiality without disclosure of the respondents' identity. Moreover, no information was modified or changed, hence information gotten was presented as collected and all the literatures collected for the purpose of this study were appreciated in the reference list.

## CHAPTER FOUR

### DATA PRESENTATION ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

This chapter is composed of four sections. Section one presents introduction of the chapter, and findings of the study. The analysis and discussion aimed at assessing the effectiveness of human resource planning in higher learning institutions.

#### 4.2 Profile of Respondents

This is the part that has described the characteristics of respondents who were involved in the research.

##### 4.2.1 Gender Profile of Respondents

It was also important to know the gender distribution of the respondents who were involved in the study. The findings show that 80 percent were males while females were 20 percent. This implies that more males were involved in this study than the counterpart.

**Table 4.1: Gender Distribution of Respondents**

S/n	Group	Frequency	Percent
1	Male	40	80
2	Female	10	20
	<b>Total</b>	<b>50</b>	<b>100.0</b>

Source: Field Data, 2015

This is because women running away from this cadre of science, engineering and technology, so the numbers of females' staffs at MUST were small compared to males. This led few females to participate in the study. But also it was seen that, female's attitude on science subjects and engineering was negative compared to males, Jones at al (1999).

#### 4.2.2 Age Profile of Respondents

The age distribution was important to this study in order to know the modal age of respondents and their age was involved. The findings revealed that the majority of the respondents were aged between 35-50 were 50 percent; this implies that this is the age group which is available as human resources in the University. Followed by 25-35 who were 28 percent, 50 -60 were 14 percent; less than 25 years were 6 percent and Over 60 were only 2 percent. The study shows that, 50percent of respondents aged between 35 – 50, this implies that the University MUST wouldn't lack human resources power for over fifteen (15) years if human resources policies would reflect needs and changes of employees and University.

**Table 4.2: Age Profile of Respondents in Frequency and Percentage**

S/n	Age	Frequency	%
1.	Under 25	3	6
2.	25-35	14	28
3.	35-50	25	50
4.	50-60	7	14
5.	Above 60	1	2
	<b>Total</b>	<b>50</b>	<b>100</b>

Source: Field Data, 2015

### 4.2.3 Education Profile of Respondents

The educational profile is important to this study in order to know the qualifications of the respondents. The study revealed that the majority of the respondents had bachelor degrees who were 40 percent; this implies that this is the qualification which is available as human resources at the University. Followed by Masters Degree who was 26 percent, Advanced Diploma were 12 percent, Ordinary Diploma were 8 percent, Certificate were 6 percent, Secondary were 2 percent, while 2 percent had PhDs and less than 25 years were 6 percent.

The majority of the members were constituted by those with bachelor and Masters Education level as indicated in Table 4.3. This implies that University concentrating employing staff with Bachelor and Masters and upgrading them to acquire higher level PhD. Because the University is not yet provide postgraduate studies.

**Table 4.3 Education Levels of Respondents**

	<b>Item</b>	<b>Frequency</b>	<b>Percent</b>
Valid	Secondary education	2	4.0
	Certificate	3	6.0
	Ordinary Diploma	4	8.0
	Advanced Diploma	6	12.0
	Bachelor Degree	20	40.0
	Masters Degree	13	26.0
	PhD	2	4.0
	<b>Total</b>	<b>50</b>	<b>100.0</b>

Source: Field Data (2015)

#### 4.2.4 Categories Profile of Respondents

The category profile is important to this study in order to know the categories of the respondents. The findings revealed that the majority of the respondents were academic staff were 60 percent; this implies that this is the group which is available as human resources at the University, followed by non academic staff by 40 percent.

**Table 4.4: Respondents Categories**

		Frequency	Percent
Valid	Academic staff	30	60.0
	Non Academic staff	20	40.0
	Total	50	100.0

Source: Field Data (2015)

### 4.3 Study Findings

The following is study findings, which were presented as per specific objectives

#### 4.3.1 Effectiveness of Human Resources Planning in Higher Learning

##### Institutions

The study aimed to find out if Human resource planning is effective at MUST. The findings MUST recruits employees after predicting the right number of employees, University needs and reflects to changing environment. But also it is analyzing the supply of potential employees meets and balances the supply and demands of employees. This means that HRP at MUST is effective.

For the study answers between academic and non-academic staffs on the effectiveness of HRP at MUST facilitate organizational goal achievement were

compared. This was done by test the hypothesis to determine whether the means of two samples are sufficiently different to conclude the results in from the groups. Independent samples T-test was used to compare the result between Academic and Nonacademic staffs. The results were as indicated in Table 4.5 and 4.6.

**Table 4.5: Mean Score of the Respondent**

	Groups of respondents	N	Mean	Std. Deviation	Std. Error Mean
HRP at MUST is effective	Academic	30	3.27	1.507	.275
	Non academic	20	3.05	1.504	.336

Source: Field Data (2015)



**Table 4.6: Test Statistics of the Group**

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
HRP at MUST is effective	Equal variances assumed	.033	.856	.498	48	.620	.217	.435	-.657	1.091
	Equal variances not assumed			.499	40.943	.621	.217	.434	-.661	1.094

Source: Field Data (2015)

## **Human resource planning at MUST is effective**

### **Interpretation of data**

The results in Table 4.6 indicate that the variability between two groups is the same because  $P > 0.05$ . But also a significance is 0.856 which is ( $P > 0.05$ ) of the opinions between academic and non academic with regards to effectiveness of human resource planning at MUST. The mean difference was 0.217 and t-value of 0.498 which indicates that the difference is significant.

Respondents agreed that HRP is effective at the Mbeya University of Science and Technology and recognizes that people are the most important resource for supporting core function of the University i.e. excellent teaching, research and consultancy. Other activities are sponsoring, arranging and providing facilities for conferences and seminars, engaging self reliance activities for effective financing and promotion of entrepreneurship. The University has managed to increase enrollment by 93% to reach at from 2500 to 3342 whereby initial target was 3600 students.

University need the people whose skills and talents are utilized to do the work that be used effectively for the University to be successful. The human resources are considered to be an organization's greatest resource. This is due to the fact that the University could not be managed or products and services created and delivered without the use of the knowledge, skills, and ability s by people.

MUST commit to supporting ongoing staff development, whereas a number of professors and Senior Lectures has increased to reduce the student –lecturer ratio so

as to ensure they deliver at optimal level. It supports staff by enrolling for studies in different levels (i.e. Bachelor, Masters and PhD studies) that enhance human resources capacity and capability in service delivered by increasing number of trained personnel and therefore level of customer satisfaction increased.

MUST goal is to ensure all staff members contributes to the maximum from their departments, while having opportunities to develop their talents, to acquire and use new skills, and thus to achieve greater career effectiveness and satisfaction. Technology and financial resources are also required to achieve the goals of the University, but these resources cannot be utilized without any assistance from people.

#### **4.3.2 Human Resources Planning Methods at MUST**

The objective was to identify methods which MUST apply in human resources planning. For the study answers between academic and non academic staffs on the methods used to plan human resources needs at MUST were compared. This was done by question which needed them to rate methods which is mostly used at MUST. T-test was used to determine whether the means of two samples are sufficiently different to conclude the results in fact from the groups. Independent samples T-test was used to compare the result between Academic and Nonacademic staffs. The results were as indicated in Table 4.7 and 4.8

**Table 4.7: Test Statistics of the Group on Evaluation on Planning Methods**

	<b>Groups of respondents</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Std. Error Mean</b>
Ratio	Academic	30	3.53	1.074	.196
	Non academic	20	3.15	1.424	.319
Judge	Academic	30	3.67	.844	.154
	Non academic	20	4.05	.887	.198
Forecasting	Academic	30	3.80	.847	.155
	Non academic	20	3.90	1.021	.228
Trend	Academic	30	3.77	.817	.149
	Non academic	20	3.60	.754	.169
Replacement	Academic	30	4.03	.809	.148
	Nonacademic	20	3.10	1.119	.250

Source: Field Data (2015)

**Table 4.8: Independent Samples T-test Results Evaluation on Planning Methods**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Ratio	Equal variances assumed	3.779	.058	1.084	48	.284	.383	.354	-.328	1.094
	Equal variances not assumed			1.025	33.029	.313	.383	.374	-.378	1.144
Judge	Equal variances assumed	.106	.747	-1.542	48	.130	-.383	.249	-.883	.117
	Equal variances not assumed			-1.526	39.449	.135	-.383	.251	-.891	.125

	assumed									
Forecasting	Equal variances assumed	.499	.483	-.377	48	.708	-.100	.265	-.634	.434
	Equal variances not assumed			-.363	35.535	.719	-.100	.276	-.659	.459
Trend	Equal variances assumed	.114	.737	.728	48	.470	.167	.229	-.293	.627
	Equal variances not assumed			.740	43.097	.463	.167	.225	-.287	.621
Equal variances not assumed			3.212	31.990	.003	.933	.291	.341	1.525	1.481

Source: Field Data (2015)

**Interpretation of data**

The results in Table 4.7 and 4.8 indicates that the variability between two groups is the same because  $P > 0.05$  although it was very minimal (i.e. not significant). Mean for academic respondents were 3.53 and non academic was 3.15 both were neutral. The mean difference was 0.383 and t-value of 1.084, with a significance 0.058 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resource planning at MUST it shows that the ratio as a method is applied. It further indicates that a significant ( $p > 0.05$ ) supports the statement is accepted.

Respondent's opinion was that organization passes through different stages and conditions. HRP should concentrate on current changes the organization is going through, to come up with reliable projections concerning future activity. This usually involves ratios, such as that between the number of workers and the revenue of the company. For example, each lecturer should have 16hrs per week for lecturing. To determine the demand of human resources it needs for the balance between the tasks and employees available. There should be standard workload each employee could take and accomplish effectively and efficiently.

The human resource personnel must rightly estimate the right number of personnel with right skills so that they perform well their duties to achieve overall goal of the organization. Ratio analysis is also useful in benchmarking organizational efforts with industry or competitive standards to help identify areas of strength or weakness in an organization. If the workload is balanced with the number of personnel it would help employees to deliver services on their outmost. i.e. high service quality.

**Interpretation of data**

The results in Table 4.7 and 4.8 indicates that the variability between two groups is the same because  $P > 0.05$ . Mean for academic respondents was 3.67 (neutral) and non academic was 4.05 majority agreed. The mean difference was 0.383 and t-value of -1.542, with a significance of 0.747 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resource planning at MUST it shows that the judgmental method is applied. This means that respondents have agreed that judgment is one of the methods applies at the University. It further indicates that a significant ( $P > 0.05$ ) supports the null hypothesis is accepted.

Judgmental is another approach which Human personnel apply to forecast the number of personnel. Always these are the person within the organization who knows better the trend of the industry in terms of competition, technology which reflects the needs. Experts discuss with different experts in an organization while examining firm's strategic plans for developing new products or services, expanding to new markets or student enrollment. Although this method is not accurate to a large extent it needs assistance from other method to reduce error.

**Interpretation of data**

The results in Table 4.7 and 4.8 indicates that the variability between two groups is the same because  $P > 0.05$ . Mean for academic respondents were 3.8 and non academic was 3.9 both of their majority have agreed. The mean difference was -0.1 and t-value of -3.77, with a significance of 0.483 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resource planning at MUST it



shows that the forecasting as a method is applied. It further indicates that a significant ( $p>0.05$ ) support the statement that job analysis is also applied to forecast demand for labor.

After an organization has done a job analysis and needs assessment it would be in a position to determine .The number and nature of positions it will need to carry out its work at a particular point in time. It then estimates which of these positions will be filled at that time by individuals who already are employed by the organization. The process should be carefully done because if the mistake is done, it might lead to either underestimate or overestimate. Any mistake in forecasting might lead to misuse of the available resources. This would raise unnecessary running costs and eventually decreases profit. The right estimate should reflect on the job available, employee's movement or other positions through demotion or promotion, retirement and turnovers. Also growth should be put in consideration for example, expanding to more branches, departments or mergers.

### **Interpretation of data**

The results in Table 4.7 and 4.8 indicates that the variability between two groups is the same because  $P>0.05$ . Mean for academic respondents were 3.77 and non academic was 3.6 both were neutral, though more academicians agreed than non academic. The mean difference was 0.-0.1 and t-value of 0.167, with a significance of 0.737 ( $P>0.05$ ) of the opinions between academic and non academic with regards to human resource planning at MUST it shows that the trend as a method is applied. It further indicates that a significant ( $p>0.05$ ) support that trend analysis is applicable at MUST.

In this case the respondent's opinion was based on the fact that the organization has been performing activities for the past years. This means that there are some trends of activities or behavior which the organization has been following. This can be used to predict the demand for labor based on projections of past relationship patterns over a number of years between an operational index (e.g., revenue per employee, productivity per employee) and the demand for labor (number of employees). As one of the simplest methods of forecasting HR demand, trend analysis assumes that an organization's past employment needs are indicative of future needs when linked with an operational index.

Human resources experts added that for the trend analysis to work effectively it needs to identify operational index such as the number of periods per facilitator in a week, number of classes, number of students per class compared to lecturers or the number of seminars to be performed in a semester. These indices may predict the size of the workforce needed for the next tasks. Furthermore this information, the planning team can calculate the average ratio of the business or operational index and the workforce size in the past. This information is used to forecast human resource demand.

### **Interpretation of the data**

The results in Table 4.7 and 4.8 indicates that the variability between two groups is the same because  $P > 0.05$ . Mean for academic respondents were 4.03 agreed and non academic was 3.10 were neutral. The mean difference was 0.933 and t-value of 3.425, with a significance of 0.249 ( $P > 0.05$ ) of the opinions between academic and

non academic with regards to human resource planning at MUST it shows that the replacement as a method is applied.. It further indicates that a significant ( $p>0.05$ ) supports the statement is accepted.

Respondents added that this technique is too subjective, so to avoid mistakes it should be supplemented with quantitative methods. However, there are other techniques besides the mentioned above. This was recommendation of human resource experts who added some other techniques. These include managerial judgment whereby managers come for discussion from bottom to top level and bring their forecast at their departments and combine together for aggregate forecast. This method involves many experts at the workplace who knows better the organization trend; hence they accurately estimate the right number of employees.

Regression analysis is another method which could be used to forecast human resources perfectly. The methods, supplements version of the ratio-trend analysis, involving the plotting of past relationships so that regression lines can be drawn and trends planned out. In the equation which relates variable such as production units, number of periods and lecturers needed could easily be depicted.

### **4.3.3 Assessment of the Effectiveness of the Existing Human Resource**

#### **Planning Methods in Acquiring and Retaining of Staff at MUST**

The objectives of human resource planning in every organization are ensuring the optimum use of human resources currently employed and providing for future human resources need as regards skills, numbers and ages. This entails ensuring that the organization at all times has the right number of personnel, with the right level of skills in the right jobs at the right time and that these personnel are performing the

right activities for the attainment of organizational objectives. However, the central objective of human resource planning in an organization is to construct a strategy of human resources development consistent with the organization's broader aims of economic development.

Table 4.9: Statistics Group on Evaluation of Effectiveness of HRP

	Groups of respondents	N	Mean	Std. Deviation	Std. Error Mean
HRP put HR in place which helps to communicate and coordinate efficiently and effectively and make decisions	Academic	30	3.27	1.143	.209
	Nonacademic	20	3.15	1.348	.302
HRP creates ability to respond to changes in the market of employment equity and skills	Academic	30	2.83	1.392	.254
	Non academic	20	3.20	1.281	.287
HRP helps to attract and retain talents which facilitates organization goal achievement	Academic	30	3.43	1.165	.213
	Non academic	20	3.15	1.309	.293
HRP helps to foresee risks hence reduce unnecessary costs	Academic	30	3.97	.999	.182
	Non academic	20	3.85	1.040	.233
It facilitates employees wellness(occupational health and safety)	Academic	30	3.53	1.137	.208
	Non academic	20	2.95	1.276	.285
It enables to create a healthy industrial relations	Academic	30	3.30	1.088	.199
	Non academic	20	3.15	1.309	.293
It retains best talents which their knowledge and skills attracts customers and market share	Academic	30	4.20	.664	.121
	Non academic	20	4.15	.671	.150
Facilitate student performance	Academic	30	3.53	1.525	.278
	Non academic	20	3.40	1.536	.343
It helps to attract competent lecturers who can transfer knowledge and deliver consultancy services at optimal	Academic	30	4.00	.743	.136
	Non academic	20	4.10	1.021	.228

Source: Field Data (2015)

The study compared answers between academic and non-academic staffs on the methods used to plan human resources needs at MUST. This was done by question which needed them to rate methods which is mostly used at MUST. T-test was used to determine whether the means of two samples are sufficiently different to conclude the results in fact from the groups. Independent samples T-test was used to compare the result between Academic and Non-academic staffs. As a plan, human resource planning seeks to define the ends and means to achieving the overall organizational goal which include the following criteria in Table 4.9.

**Table 4.10: Independent Samples T-test Results on Evaluation of Effectiveness of HRP**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
HRP put HR in place which helps to communicate and coordinate efficiently and effectively and make decisions	Equal variances assumed	1.210	.277	.329	48	.744	.117	.355	-.596	.830
	Equal variances not assumed			.318	36.122	.752	.117	.367	-.627	.860
HRP creates ability to respond to changes in the market of employment equity and skills	Equal variances assumed	1.444	.235	-.941	48	.351	-.367	.389	-1.150	.416
	Equal variances not assumed			-.957	43.148	.344	-.367	.383	-1.139	.406
HRP helps to attract and retain talents which facilitates organization goal achievement	Equal variances assumed	.314	.578	.802	48	.427	.283	.353	-.427	.994
	Equal variances not assumed			.783	37.517	.438	.283	.362	-.449	1.016
HRP helps to foresee risks hence reduce unnecessary	Equal variances assumed	.234	.631	.398	48	.692	.117	.293	-.473	.706

costs	Equal variances not assumed			.395	39.731	.695	.117	.296	-.481	.714
It facilitates employees wellness(occupational health and safety)	Equal variances assumed	.281	.599	1.693	48	.097	.583	.345	-.110	1.276
	Equal variances not assumed			1.653	37.530	.107	.583	.353	-.131	1.298
It enables to create a healthy industrial relations	Equal variances assumed	.645	.426	.440	48	.662	.150	.341	-.535	.835
	Equal variances not assumed			.424	35.577	.674	.150	.354	-.568	.868
It retains best talents which their knowledge and skills attracts customers and market share	Equal variances assumed	.041	.840	.260	48	.796	.050	.193	-.337	.437
	Equal variances not assumed			.259	40.599	.797	.050	.193	-.340	.440
Facilitate student performance	Equal variances assumed	.042	.838	.302	48	.764	.133	.441	-.754	1.021
	Equal variances not assumed			.302	40.683	.764	.133	.442	-.760	1.026
It helps to attract competent lecturers who can transfer knowledge and deliver consultancy services at optimal	Equal variances assumed	3.117	.084	-.401	48	.690	-.100	.249	-.601	.401
	Equal variances not assumed			-.377	32.155	.709	-.100	.266	-.641	.441

Source: Field Data (2015)

**Interpretation of data**

The results in Table 4.9 and 4.10 indicates that the variability between two groups is the same because  $P > 0.05$ . The mean difference was 0.117 and t-value of 0.329, with a significance of 0.277 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resources planning effectiveness on communication and coordination at MUST. It further indicates that a significant ( $p > 0.05$ ) supports the statement HRP put HR in place which helps to communicate and coordinate efficiently and effectively and make decisions is accepted.

From the field it was found that MUST organization structures do facilitate effective and efficient communication. Each unit in the University has its own structure which is linked with the University overall structure. These structures ensure that effective methods for planning, communicating, and decision making are in place and everything is performed at the right time and place. For larger projects, a management committee could also be appointed. In this case there are also committees, board of the University helps to communicate and execute daily operations. Besides these HR has developed a relationship between these functions so that they can work together. Together with these HR has developed supporting plans such as human resource plans which has employee's details indicating tasks that he will perform, time to perform and target to achieve. A communication plan is also in parallel to the entire organization through the structure. Each employee is evaluated based on the activity that he has been assigned to do. This would simplify even during the payments for the bursar to refer and approve for the payment. HR experts added that to be effective, executives must play an active role in translating



the theme into corporate priorities and objectives at each level of the organization". The leader's communication strategy must be clear. But also there should be the way of obtaining feedback. Communications are always being simple, specific, well designed and not ambiguous during the entire process from planning, implementation to evaluation.

### **Interpretation of data**

The results in Table 4.9 and 4.10 indicates that the variability between two groups is the same because  $P > 0.05$ . The mean difference was -0.367 and t-value of -0.941, with a significance of 0.235 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resources effectiveness on ability to respond to changes in the market of employment equity and skills at MUST. It further indicates that a significant ( $p > 0.05$ ) supports the statement HRP creates ability to respond to changes in the market of employment equity and skills is accepted.

HRP enables the University to cope with changes in competitive forces, markets, technology, products and government regulations. Such changes, generate changes in job content, skills demands and the number of human resources required. University undergoes into different changes which do reflect both internal and external environments. To satisfy clients MUST is dynamic and flexible. It applies regulations, laws and policies to fit the prevailing competitive environment to achieve the overall University goal. MUST as other Universities are faced with a number of challenges, including technological change, workforce diversity, cost labour market need, employee's needs. To ensure there is effectiveness of this MUST HR department implemented as HR groups work (team) to respond to

environmental and organizational changes, become more valuable, and deliver results.

There are a number of units such as Colleges, Institutes and Schools which have their autonomy. This means that each of these units develops into a focused relationship with an overall University direction. This relationship is enforced when the HR person has a direct reporting relationship with the leader of the unit. In these situations, the central HR group usually provides information and services to the head of these units. This implies that the structure of the University changes based on the needs and objectives to be achieved so as to foster flexibility and creativity. It is the role of the HR department to modify and tailor processes and services to meet the needs of their assigned business units.

To meet with the demands of the employees, the HR department at MUST reflects changes in the environment and reacts accordingly. Through engaging employees and viewing them as internal customers, learning consulting skills, and taking client satisfaction as a measure of their success.

HR experts added that to meet the demand of career planning, it has been programmed to increase line managers' capabilities. Part of the future HR model is that responsibility for HR activities is shared between line management and HR people. MUST is therefore increasing line managers' knowledge and skills through career development plans. By increasing these capabilities, it ensures managers are able to rotate, replace and fill the gaps. In some instances, the human resource department takes on the added responsibility for acting as the liaison between the domestic

operations and its outsourced personnel. In other cases, the entire cleaning, catering and security services may be outsourced. To be effective and stay on the competitive edge MUST HR department is flexible and adaptable to react to the changes to ensure execution of activities is smooth. It includes improving the profile of academic staffs and upgrades them so as to fill the gap which has resulted from university growth. Kianda campus has been introduced and the HR department has managed to divide some of its employees to provide needed services at the campus.

### **Interpretation of data**

The results in Table 4.9 and 4.10 indicate that the variability between two groups is the same because  $P > 0.05$ . The mean difference was 0.283 and t-value of 0.802, with a significance of 0.578 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resources planning effectiveness to attract and retain talents which facilitates organization goal achievement at MUST. It further indicates that a significant ( $p > 0.05$ ) supports the statement.

Since jobs are becoming highly intellectual and incumbents getting vastly professionalized, HRP helps prevent shortages of labour caused by attrition. Further technology changes would further upgrade or degrade jobs and create manpower shortages. In these situations only accurate human resource planning can help to meet the resource requirements. Further HRP is also an answer to the problems of attracting and retaining the skilled personnel.

With dynamic labour market it is hard to attract and retain skilled personnel especially with public institutions where salaries and wages are still low. HRP at

MUST play a great role in creating policies which would invite a large pool of skilled personnel to apply for vacancies with the required criteria. For example the employment for the 2013/2014 received more than 8000 applications for just 204 posts available. The process was competitive and challenging to recruit the qualified ones. With skilled and experienced HR personnel qualified only were employed. With good working conditions planned and executed, benefit schemes and good leadership attracted them to apply for the posts. However, taping talented personnel is to retain them in the University.

Respondent's opinion was that at MUST there are good employment conditions and policies. By practicing these regulations it is easier to retain these personnel. The university has managed to retain 4 staffs after attainment of 60 years. The university found that they were needed and capable to deliver. Therefore the request the permit from the president's office public service management to employ them on a contract basis of two years from 2013-2015. They worked for four years which included 2 year contracts for two periods. The labour turnover rate was as low as 2 personnel per year in 2013-2015. In the first place they are given with a realistic preview of what their jobs would actually be like, rather than an overly glowing one.

Respondents added that workers need to be the part and parcel of the institute. They want to be valued based on their contribution to the institute. If the needs of the employees are satisfied there is a possibility that would stay forever. Management training also is crucial in this regard. Organizations must train managers to be good supervisors. Poor "people management" is a primary cause of voluntary turnover.

Managers at MUST all levels know what is expected of them, in terms of managing people instead of just managing budgets.

MUST improves retention rates by creating a work environment that encourages employees to participate actively in the company's total welfare. MUST also recognizes employees' contributions to organizational progress, but this recognition is always tailored to the workers' individual needs. The University uses both monetary and non-monetary rewards to motivate them. Besides that the university also provides its employees with flexible schedules to best fit their lifestyles. More important than all is attractive packages such as generous retirement plans, stock ownership, health and health insurance, and employee discount programs.

Besides that respondents clearly declared that people are the most important asset of the any organization. Therefore, a key differentiator, and challenge, for an institute is how well it can attract, recruit, develop, motivate and retain its most important people.

Because there is growing demand for skilled people precisely when traditional labour markets are providing fewer new people with the right qualifications and experience; and organizations are still trying to recruit people with ever more specialized knowledge.

For non academic employees it was also found a strong employee benefits package is a powerful tool for attracting and retaining the best workers. Benefits play an integral role in employee satisfaction. In its most recent annual trends survey, At MUST it is

found that employees asked said the benefits were an important reason they came to work for a university.

### **Interpretation of data**

The results in Table 4.9 and 4.10 indicates that the variability between two groups is the same because  $P > 0.05$ . The mean difference was 0.117 and t-value of 0.398, with a significance of 0.631 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resources planning effectiveness to foresee risks and reduce unnecessary costs at MUST. It further indicates that a significant ( $p > 0.05$ ) supports the statement.

Respondents have the opinion that the human resource planning is also essential in the face of a marked rise in workforce turnover which is unavoidable and even beneficial. Voluntary quits, discharges, marriages, promotions and seasonal fluctuations in business are the examples of factors leading to workforce turnover in organizations. Careful consideration of likely future events, through human resource planning might lead to the discovery of better means for managing human resources.

Thus, foreseeable pitfalls might be avoided. In this case at MUST there has been no other employment to increase unnecessary costs. This is because the HR experts estimate the right number with the right skills to fill the vacant posts. There would be extra payment to pay idle people. This has insured cost effectiveness in the institute by employing the active and needed employees.

**Interpretation of data**

The results in Table 4.9 and 4.10 indicate that the variability between two groups is the same because  $P > 0.05$ . The mean difference was 0.583 and t-value of 1.693, with a significance of 0.599 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resources planning facilitating employees wellness (occupational health and safety) at MUST. It further indicates that a significant ( $p > 0.05$ ) supports the statement.

From the field it was found that HRP at MUST facilitate employee wellness by complying with OSHA. They normally come to check the health of all employees and advise for further treatment if it is necessary. If they found there are employees who are weak or sick they are advised for further check. At the same time they counter check to ensure OSHA rules and regulations at workplaces are in place as a protective gears. However, human resources experts added that in the case of employees who are working in workshops and laboratories are wearing helmets, gumboots, gloves and overalls to protect them. In case an accident happens, university takes the responsibility to ensure staffs are well treated at the hospitals which are advanced to secure services which would recover the health status of the staff.

MUST has been always providing training to employees how to work in safe environment, but also the university provide sport wear which ensures all staffs under sport tutor are doing exercises to improve and maintain good health. Though the frequency of staff who regularly do these exercises are few, so they are

encouraged to do more for the benefit of University and personal. This would ensure the wellbeing of the staffs and help them to be in good condition to deliver what is needed at the level desired by the University. Although this needed more emphasis because staffs do not pay attention at maximum and perceive it as a waste of time. MUST also be found to adhere to HIV policy which needed all staff to check their status and if they are affected they are advised to attend for the clinic as early as possible.

In case with HIV and AIDS employees are still fear to check their status. Guiding and counseling services are provided to ensure they are not stressed and lose hope. Guiding and Counseling ensures that they maintain morale to deliver optimal services and cope with situations. In addition, they are given light duties, allowances and permission to attend clinic. I encourage them to check so that they can take precautions to avoid it. This is done to ensure employees are energetic for a very long time. Affected employees are also given fortified foods so as to support them to maintain energy and capable to deliver at maximum.

### **Interpretation of data**

The results in Table 4.9 and 4.10 indicate that the variability between two groups is the same because  $P > 0.05$ . The mean difference was 0.15 and t-value of 0.44, with a significance of 0.426 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resources planning effectiveness on creation healthy industrial relations at MUST. It further indicates that a significant ( $p > 0.05$ ) supports the statement.



Human relations in the workplace are a major part of what makes an organization's work. If employees will be in peace and harmony there is possibility that they will love each other. This will enable them to concentrate on work rather than anything else.

Human resource planning also is involved with crafting rules and regulations which if adhered would result into a good working place. Employees must frequently work together on projects, communicate ideas and provide motivation to get things done. Without a stable and inviting workplace culture, difficult challenges can arise both in the logistics of managing employees and in the bottom line. Well-trained employees engage workplaces, there is high possibility that these employees will be industrious and happy. Happy employees would never think to quit from job rather face challenges and market conditions.

Furthermore HRP by forecasting the future risks may not recruit stubborn employees and if it found that employee's stubbornness is due to working conditions, it would come up with flexible conditions which ensure there is comfort ability and avoid confrontations with employees. These implies that a happy worker is a productive worker, this would help HRP to retain these skills for a long time.HRP crafts strategies on how to change mindset of new employees so as to set them into organization direction rather than employees. In some cases old employees can sometimes be challenging if the circumstances are not conducive. To ensure quality employees remain interested and engaged in the business requires patience, compassion and flexibility, but can actually make the business more financially sound.

Another Non academic (HR department) added an opinion that A healthy industrial relations is that which increase job security and employment opportunities, raising living standards through improved terms and conditions of employment, improves productivity (high quality of service) which enables employers to be more competitive and deliver at optimal and increase their wellbeing. But also healthy industrial relations reduce and sometimes avoid conflicts between employees and establish a stable social relationship. In case of productivity his opinion was that productivity does not depend on individual effort alone. Many mechanisms which contribute towards productivity gains are workable only where there is teamwork and cooperation. So it is the task of the Human resource planning to craft policies which will ensure there will be climate appropriate to securing the cooperation necessary for productivity growth.

### **Interpretation of data**

The results in Table 4.9 and 4.10 indicate that the variability between two groups is the same because  $P > 0.05$ . The mean difference was 0.05 and t-value of 0.260, with a significance of 0.840 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resources planning effectiveness to retain best talents which their knowledge and skills provides high quality services to increase market share at MUST. It further indicates that a significant ( $p > 0.05$ ) supports the statement.

A significant market share is necessary to ensure the University stays in the market. It is critical to the public institutions to ensure they are productive or offer high service qualities to beat the rivals. HRP has a significant contribution in this case, because it is HRP which would recruit best skills and knowledge who can deliver

such quality. Skilled personnel could increase productivity and it depends to human resources department plans to motivate and manage your workforce. Employees may produce more when they are well-rewarded, recognized and suited for the work they are assigned. It is the work of the HR department to plan ahead to provide a work environment where employees will want to increase their productivity. In this case MUST have managed to Ensure incentive payment scheme are in place. Bonuses for extra work or improved productivity will give employees incentives to work harder or more efficiently. With this case HR department provides cheque for the extra work as soon as possible and differently from salaries.

Non academicians added that specialization is needed so that to ensure they recruit employees with the technical skills necessary for the business or create training programs to foster those skills among existing employees. MUST has managed to plan for technical proficiency can leave the company lacking essential competencies it needs to compete by ensuring the young stars are well trained and succession planning is in place. With this vision HR department ensures there would be enough inventory skills and stays at competitive edge and position to capture market share through superior execution of essential tasks. Careful planning at MUST in assigning employees to teams helps increase productivity. This is both a managerial and an HR skill. HR Managers monitor teams to see that they remain on task. The HR department can assist in assessing which skill sets individuals have and determine how they may contribute to an effective team effort. In fact, HR can plan ahead for the teams it knows the company would need and either hire or train so that the necessary skill sets are available when the need for the time arises.

**Interpretation of data**

The results in Table 4.9 and 4.10 indicate that the variability between two groups is the same because  $P > 0.05$ . The mean difference was 0.133 and t-value of 0.302, with a significance of 0.838 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resources planning effectiveness to facilitate students' performance at MUST. It further indicates that a significant ( $P > 0.05$ ) supports the statement is accepted.

Student's performance was related to quality of lecturers recruited. Respondents agreed that Lecturers at MUST have all the required qualifications which enables them to facilitate students' performance. There are tight schedules which start at 7:30am to 8:00pm regarding the needs. Punctuality, test provision, assignments, study tour and project supervisions enable students to learn and practice at the real situation. This helps them to instill confidence. In 2014 MUST has managed to get the best award from Institution of Engineer Tanzania for overall best student in civil engineering. This proves that staffs are capable to deliver their services at optimal levels.

**Interpretation of data**

The results in Table 4.9 and 4.10 indicate that the variability between two groups is the same because  $P > 0.05$ . The mean difference was -0.1 and t-value of -0.401, with a significance of 0.084 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resources planning effectiveness to attract competent lecturers who can transfer knowledge and deliver consultancy services at optimal at MUST. It further indicates that a significant ( $p > 0.05$ ) supports the statement is accepted.

The study found that strategic plan of the organization provides direction to department on what and when to do. After HR department assesses the current HR capacity of the organization the department identifies knowledge, skills and abilities of the current staff. This can be done by developing a skills inventory for each employee.

The skills inventory should go beyond the skills needed for the particular position. List all skills each employee has demonstrated. Education levels and certificates or additional training should also be included. After identifying skills inventory the institute develops strategies to ensure these scarce talented staffs are retained. This could be achieved through financial and non financial motivation techniques. To ensure this MUST have employed academic staffs with required such as; for tutor GPA required is 3.8 and for assistant lecturers the needed GPA is 4.0. Oral and written interview were conducted to test their capabilities, confidence, context practically in the panel as if they lecturing. For non academic those who pass well in their studies are selected through testing them with technical questions.

#### **4.3.4 Challenges Facing Human Resource Planning at MUST**

For the study researcher compared answers between academic and non academic staffs on the methods used to plan human resources needs at MUST. This was done by question which needed them to rate methods which is mostly used at MUST. T-test was used to determine whether the means of two samples are sufficiently different to conclude the results in fact from the groups. Independent samples T-test was used to compare the result between Academic and Non academic staffs. The results were as indicated in Table 4.11

**Table 4.11: Test Statistics of the Challenges HRP at MUST**

	Groups of respondents	N	Mean	Std. Deviation	Std. Error Mean
Financial constraints to execute plans	Academic	30	3.70	1.208	<b>.221</b>
	Non academic	20	3.40	1.142	<b>.255</b>
Rapid changes in technology hardens the process of adopting business environment	Academic	30	2.60	1.163	<b>.212</b>
	Non academic	20	2.70	1.174	<b>.263</b>
Lack of expert and incapability of the present staff	Academic	30	2.30	1.208	<b>.221</b>
	Non academic	20	4.20	.696	<b>.156</b>
Poor policies failed to attract and retain best talents	Academic	30	2.93	1.574	<b>.287</b>
	Non academic	20	2.85	1.387	<b>.310</b>
workforce diversity	Academic	30	3.77	1.305	<b>.238</b>
	Non academic	20	2.95	1.504	<b>.336</b>

Source: Field Data (2015)

#### 4.12: Independent Samples T-test Results on Challenges Facing HRP at MUST

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Financial constraints to execute plans	Equal variances assumed	.015	.905	.879	48	.384	.300	.341	-.386	.986
	Equal variances not assumed			.889	42.427	.379	.300	.337	-.381	.981
Rapid changes in technology harden the process of adopting business environment	Equal variances assumed	.000	1.000	-.297	48	.768	-.100	.337	-.778	.578
	Equal variances not assumed			-.296	40.590	.769	-.100	.338	-.782	.582
Lack of expertise and incapability of the present staff	Equal variances assumed	14.230	.000	-6.354	48	.000	-1.900	.299	-2.501	-1.299
	Equal variances not assumed			-7.040	47.206	.000	-1.900	.270	-2.443	-1.357
Poor policies failed to attract and retain best talents	Equal variances assumed	.212	.647	.192	48	.848	.083	.434	-.789	.956
	Equal variances not assumed			.197	44.261	.845	.083	.423	-.769	.935
workforce diversity	Equal variances assumed	2.646	.110	2.040	48	.047	.817	.400	.012	1.622
	Equal variances not assumed			1.982	36.791	.055	.817	.412	-.018	1.652

Source: Field Data (2015)

**Interpretation of data**

The results in Table 4.11 and 4.12 indicate that the variability between two groups is the same because  $P > 0.05$ . Mean for academic respondents were 3.7 and non academic was 3.4 both were neutral, though most of the non academicians disagree. The mean difference was 0.3 and t-value of 0.879, with a significance of 0.905 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resource planning at MUST it shows that the financial constraint to execute organization plans is a challenge facing MUST. It further indicates that a significant ( $p > 0.05$ ) supports the statement.

Human resource planning needs financial resources to support the plan. From respondents' opinions raised was that the needs always are not matching with the resources available. MUST has grown in such a way that has managed to increase another campus at Kianda. Growth is one among the reasons which needs to increase manpower. To match growth needs new personnel are needed to fill gaps so as to distribute the workload evenly. Scarce financial resources have always been an obstacle. For instance MUST have decided to divide its staff to another campus so as at least meet with temporary expansion objectives until there would enough resources to recruit other employees.

**Interpretation of data**

The results in Table 4.11 and 4.12 indicate that the variability between two groups is the same because  $P > 0.05$ . The mean difference was -0.1 and t-value of -0.279, with a significance of 1.00 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resource planning at MUST it shows that the rapid changes in



technology hardens the process of adopting business environment is a challenge facing MUST. It further indicates that a significant ( $p>0.05$ ) supports the statement.

Managing technological advancements must be made in conjunction with employees since these advancements must be inserted into daily operations and are a means, rather than an end. Certainly, an understanding of the part that technology plays in supporting human capital management is a main element of the success of Human Resources. Training in technology improves the efficiency of workers, and thereby increases profits. It also keeps employees abreast of new developments which assist them in their particular positions. Technological changes and globalization usher in change in the method of products and distribution of production and services and in management techniques. These changes may also require a change in the skills of employees, as well as a change in the number of employees required. It is human resource planning that enables organizations to cope with such changes.

### **Interpretation of data**

The results in Table 4.11 and 4.12 indicate that the variability between two groups is the same because  $P>0.05$ . There was the big mean difference between the two groups, academic mean was 2.3=disagree while non academic mean was 4.2 agreeing with the statement explain. The mean difference was -1.9 and t-value of -7.040, with a significance of 0.000 ( $P>0.05$ ) of the opinions between academic and non academic with regards to human resource planning at MUST it shows that the lack of expertise and the incapability of the present staff is a challenge at MUST. It further indicates that a significant ( $p>0.05$ ) supports the null hypothesis is accepted.

For the organization to prosper it needs skilled and knowledgeable personnel. Incompetent personnel always lead to poor performance, because they cannot execute work as needed. It was found that most of the non academicians agree that there is a lack of competent staff which leads to underperformance. This is due to the fact that the human resources department is not committed to attract and retain qualified employees. That is why it is even difficult to attain overall goals of the University this different from academicians who defended that there is enough competent to take the University to its destination.

### **Interpretation of data**

The results in Table 4.11 and 4.12 indicate that the variability between two groups is the same because  $P > 0.05$ . The mean difference was -0.083 and t-value of 0.192, with a significance of 0.647 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resource planning at MUST it shows that the poor policies to attract and retain the best talents is another challenge facing MUST. It further indicates that a significant ( $p > 0.05$ ) supports the statement is accepted.

Findings reveal that besides good HR policies at MUST there are some weak points in these policies. Weakness arises in training policies which favor academicians. Academicians are supported fully in their studies, but non academic doesn't receive such favor, MUST has contracted with HESLB to support Postgraduate studies within the country for academic staff only, but a non academic staff only support by paying the salaries. Not that, but also housing policy favors academicians rather than non academic staffs. So most of non academic staff would not be attracted nor motivated to stay than academicians.

**Interpretation of data**

The results in Table 4.11 and 4.12 indicate that the variability between two groups is the same because  $P > 0.05$ . The mean difference was 0.817 and t-value of 2.040, with a significance of 0.11 ( $P > 0.05$ ) of the opinions between academic and non academic with regards to human resource planning at MUST it shows that the workforce diversity is a challenge facing human resource departments. It further indicates that a significant ( $p > 0.05$ ) supports the null hypothesis is accepted.

Respondents' opinions were that public institutions should bring different skills and talents in and encourage promoting progress and expansion. Diversity can help foster a productive and innovative work environment, blends ideas and different perspectives, as well as different approaches to work and problem-solving. At the same time, it can be a challenge for HR employees to both recruit and retain a diverse workforce. This means it is very hard to deal with large group with different characteristics, skills and knowledge put them in one line to achieve organizational objectives. The organization should emphasize on control of behavior and shape them into desirable to achieve goals. As required by law, diversity in the workplace must be maintained. Careful attention to equitable and harmonious arrangements in the workplace will ensure the success of such diversity. This is in line with Javith (2009) ho found that workforce diversity is beneficial at workplaces but it is challenging for management to control their behavior to achieve organization goals.

The results in Table 4.11 and 4.12 indicate that the variability between two groups is the same because  $P > 0.05$ . The mean difference was -0.283 and t-value of -0.982, with a significance of 0.787 ( $P > 0.05$ ) of the opinions between academic and non

academic with regards to human resource planning at MUST it shows lack of information system in the University increases department challenges. It further indicates that a significant ( $p>0.05$ ) supports the null hypothesis is accepted.

**Inadequacies of Information System:** Information system regarding human resources has not yet fully been developed in universities. Poor infrastructure and high installation costs are reasons which inhibit to improve communications in public institutions. But the industry gave low status to the personnel department and less importance given to HRP. Further the reliable data and information about the economy, other industries, labour market, and trends in human resources are not available.

However key informants in the interview added some other challenges which face human resource planning at MUST these includes but not limited to; Employee Attitudes are another challenge facing HRP. The unfortunate side of human resource planning is dealing with difficult and problematic employees.

As in life, workplaces have bullies, slackers and other negative employees who must be dealt with. Human resources are often called upon to assist with mediation, coaching and even disciplinary actions. To help prevent hiring such employees, HR can plan ahead by screening during the hiring process. Still, even the best employees can take a turn for the worse due to burnout, or personal issues. A candidate, open discussion with the employee is usually the best route to getting him back on track. However, it's important to keep documentation of the process, and clearly define expectations along the way.

However, some key informants added that aligning HR with corporate goals has never been in place. For example, University introduces new programs such as business schools and engineering in Mechatronics. HR creates a supporting performance ranking system based on the new programs. Individual employee performance can then be measured by each individual's contribution to these programs. By tying performance reviews, promotions and salary increases to specific corporate goals, HR may truly measure employee competency and align performance with results. However, alignment requires a strong relationship between HR, University executives and management, in order to be successful. This can be challenging, because it requires a new focus on University and team goals, as well as the reinforcement of those goals when hiring, training and even disciplining employees. New University goals need new scales of measuring performance. In this case HR needs to be aligned with new goals.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This part presents conclusions and recommendations of the study. The aim of this section is to check if the research questions were answered; the objective was met and if the study has contributions. Thus the chapter begins with a conclusion; recommendations and area for further studies. The purpose of this study was to assess the effectiveness of human resource planning in higher learning institutions in achieving the overall goal of the organization at the Mbeya University of Science and Technology. Specific objectives were to identify the methods of human resource planning, assess the extent of which the existing human resources, methods have been effective in acquiring human resources and analyze the challenges facing human resource planning at the Mbeya University of Science and Technology.

#### **5.2 Conclusion**

Human resource planning is essential for productivity, organizational effectiveness and efficiency because it acquires best human resources. It can be concluded that, both qualitative and quantitative HRP methods are used at MUST. These were replacement, ratio, trend analysis and judgment. However, the second objective was measuring to what extent has been effective. The study found that, MUST has effective database which facilitate effective and efficient communication to make decisions, responds accurately to environmental changes, reduces costs and create healthy relations and employees wellness. But also effective HRP facilitated attractions and retain skilled personnel, good financial and student's performance and

overall University goal achievement. However, whenever there is success there are challenges to overcome. HRP at MUST face the following challenges, financial constraints, rapid changes in technology, poor policies and workforce diversity. Others include growth of the organization, turnover and absenteeism.

### **5.3 Recommendations**

There were various recommendations made to counter the challenges cited. The HR processes should be automated for ease of reference and faster decision making. The management should convince the University Council and the Government to change funding method as a results difficulties facing University. This will ensure effective and efficient HR management. The automated HR data should be recommended. There is a need for management to provide equal training opportunities for both academic and non-academic. The improvement for a staff training policy is recommended as well the need for training needs assessment and awareness creation on the available training opportunities at the University. The Management should source for funding to ensure that the training and development function was strengthening as well as effective.

It was found that the involvement of these human resources officers in some long term matters such as merge and collaborations with other institutions are just informed but not involved during the planning process.

To encounter challenges of HRP, HR department needs to regularly review HR policies so as to craft strategies which would overcome challenges. These strategies includes adopt new technology, creates a strong personnel data base to ensure there

is effective communication, retain best skills and improve the motivation scheme both financial and non financial schemes.

#### **5.4 Policy Implications**

Higher learning institutions are the center of knowledge provision. Higher learning institutions plan and achieve long term and short term plans. Strategies, policies and human, physical, financial and time resources must be in line to achieve the overall goal of the organization. Basing on the study it was found that overall goal achievement is directly related to human resources policies. It was found that MUST have managed to retain its employees and continue to utilize them. This is lying in the fact that the rate of absenteeism and turnover is small. This implies that the motivation policy of Basic Incentive and Fringe benefit which emphasize on motivation implemented.

Another policy which needed to be reviewed and readjusted is based on the staff regulations which emphasizes on the daily activities at the University. Whereby in this study it was found there is an ineffective departmental personnel database. Because in some cases there were delays in communication which results into latest decisions and actions. This implies that the University might face some serious damages such as losing customers, poor service provision especially in response factor. Overall service quality might be ruined. The human resources department should restructure the policy by considering the new technology by using University group-emails, this facilitates and smoothen communications. Wherever, channels like E-Mail, SMS etc. are employed for sending communication which is sensitive in nature should be responded fast and accurately solve the existing problems.



MUST training and development policy which assist the University to implements its core functions through well trained staff. But the findings revealed that there are discrepancies in this policy, because the policy does not support enough for non academic staffs training and development. For the non staff to go for training and development they are only provided with permission only compared to academic staffs for postgraduate studies who are provided with all facilities. This implies that there would scarce of non academic staffs who are not trained or developed for higher positions. Succession plans for administrators would not be in place. This might lead to poor leadership. To ensure there is fair treatment, both of them should be equally supported so as to ensure a good relationship with the University.

### **5.5 Suggestions for Further Study**

The study concentrated on the effectiveness of Human resources planning in higher learning institutions, further research is suggested to be done in other Governmental departments or authorities. But also studies should focus on indicators of HRP effectiveness and strategies to overcome challenges for improving HRP effectiveness.

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## APPENDICES

### Appendix I: Questionnaire for Respondents

**Dear Participant,**

I am a MBA student at the Open University of Tanzania. I am collecting data for study **“Effectiveness of Human Resources planning in the achieving organizational goals in Higher Learning Institutions: A Case of Mbeya University of Science and Technology.”**

I am kindly requesting you to answer all questions in the questionnaire. The questionnaire will take about 20 minutes. Please respond based on your practical experience and I assuring you that all answers will remain and treated in a confidential manner and will be used for the purpose of this study only. Thank you in advance for your assistance and cooperation in my dissertation.

#### **Part A: GENERAL QUESTIONS**

For demographic profiling purpose only, please tell us about yourself.

Please put tick (V) in the relevant item

1. **Gender:** (Please put tick (V) in the relevant item)

- a. Male
- b. Female

2. **Education level:** (Please put tick (V) in the relevant item)

- a. Secondary Education
- b. Certificate
- c. Ordinary Diploma

- d. Advanced Diploma
- e. 1<sup>st</sup> Degree
- f. Masters
- g. PhD
- h. Others (Specify) .....

3. Age (Please put tick (V) in the relevant item)

- a. Under 25
- b. 25 – 35
- c. 35-50
- d. 50 – 60
- e. Above 60

4. Employees category. Please put tick (V) in the relevant item

- a. Academic staff
- b. Non academic staff

## **PART B: OBJECTIVE QUESTIONS**

1. Basing on the likert scale of 1 for strongly disagree,2 for disagree,3 for neither agree nor disagree,4 for agree and 5 for strongly agree that HRP at MUST is effective
2. Basing on the Likert scale 1 for strongly disagree,2 for disagree,3 for neither agree nor disagree,4 for agree and 5 for strongly agree that HRP at MUST facilitates organization's goal achievement

S/n	Human Resources Planning methodology	1	2	3	4	5
1	Judgemental					
2	Forecasting					
3	Trend analysis					
4	Replacement					
5	Ratio					

3. Basing on the Likert scale 1 for strongly disagree,2 for disagree,3 for neither agree nor disagree,4 for agree and 5 for strongly agree that the following are the challenges facing the Human Resources Planning

S/n	Human Resources Planning Challenges	1	2	3	4	5
1	Financial constraints					
2	Technology					
3	Lack of experts and incapability of the present staff					
4	Poor policies					
5	Workforce					

4. Basing on the likert scale 1 for strongly disagree,2 for disagree,3 for neither agree nor disagree,4 for agree and 5 for strongly agree evaluate the effectiveness of human resources planning at MUST in the following criteria



S/n	Evaluation criteria	1	2	3	4	5
1	HRP put HR data in place to facilitate effective communications and coordination for decision making					
2	HRP helps to create ability to respond towards changes in the market employment equity and skills					
3	HRP helps to attract and retain best talents which facilitates organization goal achievement					
4	HRP helps to foresee risks, hence reduce unnecessary cost					
5	Facilitates employee wellness (occupational health and safety)					
6	Enables to create a healthy industrial relations					
7	Have personnel which their skills and knowledge facilitates increases market share(students enrollment)					

8	Facilitates students' performance					
9	Attracts competent lecturers who can transfer knowledge and deliver consultancy services at high quality					

**End of the Questionnaire** Thank you very much for your time and participation, this information will be kept confidential and will be used for the intended aim of education basis.

**Appendix II: Interview Guide**

1. What are methods/systems which MUST apply in human resources planning
2. Is there any link between human resources planning and organization goal achievement at MUST?
3. To what extent does human resources planning influence organization goal achievement at MUST?
4. What criteria do you apply to measure effectiveness of the human resources planning
5. Are there any challenges which face this department during planning