**ASSESSING THE RELATIONSHIP BETWEEN HUMAN RESOURCE PLANNING AND EMPLOYEE PERFORMANCE IN TOURISM INDUSTRY: A CASE STUDY OF HYATT REGENCY KILIMANJARO HOTEL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

**2017**

# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled “Assessing the relationship between human resources planning and employee performance in tourism industry: A case study of Hyatt regency Kilimanjaro hotel”, in partial fulfillment of the requirements for the degree of Master of Human Resources Management.

…………………………………….

Dr. Salum Mohamed.

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**ABSTRACT**

The study aimed at assessing the relationship between human resources planning and employee performance at Hyatt Regency Kilimanjaro hotel. The study was conducted amongst employees of Hyatt hotel located in Dar es Salaam, Tanzania. The study employed descriptive research design and the target population comprised of 75 employees. A case study technique was used with primary data collected through structured questionnaire distributed to 60 employees and an interview conducted to 15 key informants. The findings were presented in form of tables. 72% of respondents mentioned that the Hotel considers people with past experience and hotel knowledge for employment then in house training on product and soft skills were conducted through job rotations, assimilations and role play to boost the workability of employees as established by 88% of respondents. Induction programs are used as part of employee retention and succession planning was conducted through careful selection and mentoring of a successor for a period of up to two years as mentioned by 65% of respondents. The study concluded that, there is a positive relationship between human resources planning and employee performance. It is therefore recommended that the hotel should ensure that all other human resources planning factors that may affect the employee’s performance are addressed so that their performance will be maintained.

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**LIST OF ABBREVIATIONS**

HR Human Resource

HRH Hyatt Regency Hotel

HRN Human Resource Needs

HRP Human Resource Planning

HRS Human Resource Supply

PA Performance Appraisal

TI Tourism Industry

TTSS Tanzania Tourism Sector Survey

# CHAPTER ONE

## 1.0 INTRODUCTION

### Background to the Study

People are organization’s key resource and organizational performance largely depends on them if therefore, an appropriate range of Human Resource (HR) policies and processes are developed and implemented effectively, then HR will make a substantial impact on firm performance, Armstrong (2006). The organization that engages itself in proper human resources planning (HRP) activities stands a chance to improve its employee’s performance and to maintain it. Human Resources Planning (HRP) as a process begins from the recruitment and selection process. At this point the firm needs to understand the type of employee it is going to acquire, where and how to get them and the number of employee required. It is a pro-active process that is continuous and aims at ensuring that, at all times the firm has the right number of people, at the right time and place doing the right thing.

As mentioned in Gupta (2005) when the right number, right kind of people in terms of skills, knowledge and years of work experience are arranged at the right job within the right time such organization will develop. The development of any organization is the outcome of its performance and the ability to maintain such performance for the longest time possible. The kind of development needed is the

one that can surpass various business challenges and changes presented by various stages of business cycle.

Employee performance is the ability of a worker to execute his duties as assigned while utilizing all his experience and skills with the intention of achieving the goals set. Employee should be able to do the right thing in the right way and achieve the desired goals at the minimum cost possible. The firm cannot expect efficiency and effectiveness from employees unless they were recruited and selected carefully based on the requirements of jobs after a thorough job analysis and job description.

Performance of an employee may be used as communication means on the part of the management. When the firm experiences poor performance from a group of its workers this should be taken as an indication of reduced morale to work or even poor planning that resulted from poor selection of workers. This type of feedback needs careful judgment to find out whether HRP procedures used are capable of providing the organization with competent flairs required in achieving the firm’s objectives or there is a need to engage other procedures. In this study, performance is being viewed in the aspect of contextual and task performance.

Contextual Performance involves behaviors supporting organizational, social and psychological environment in which the technical core must function Borman & Motowidlo (1997). It involves behaviors not directly related to work but serve as a catalyst on how well job is done. Contextual performance is often unrecognized and unrewarded, it involves activities that are not goal specific but that make individuals, teams and organization more effective and successful. Contextual performance involves team works, voluntarily performing extra role activities, determination to complete assignments and adhering to organizational policies even when this is inconvenience. Contextual performance plays huge role in multicultural teams such as the one available at Hyatt hotel.

Task Performance is a prescribed role that an employee needs to comply with in order to attain organization goals. It is directly related to the task and requires specific technical skills and experiences. Employee with task performance qualities still needs to have contextual performance qualities to facilitate his performance. Task and conceptual performance are two distinct dimension of behavior at work that can contribute independently to effectiveness outcomes for organization (Griffin, 2000). The organization need to plan in acquiring the type of employees that demonstrate the required characteristics for the job.

HRP enables the organization to understand the reasons why employees are seeking employment with the firm. Individuals have their own reasons to work with a certain company; this allows it to create congruence between the objectives of the firm and those of employees. When workers have different objectives from that of the business it will be difficulty for them to devote their skills towards the firm’s goals and this will affect their overall performance.

For tourism industry such as Hyatt Regency hotel, employee performance is one of the important tools used by management to ensure continuity of excellent services to the hotel guests. The need to understand the relationship between HRP and employee performance is of utmost importance for this hotel. The nature of hotel worker’s is to move from one hotel to another and this has been going on for years and there has been no justifying reasons why this is happening but it is obvious that it affects the overall performance of the hotel. The importance attached to employees at Hyatt hotel makes it to spend a lot of money in training so that to maintain their level of performance and retain their position as the country’s best hotel. Based on that it is necessary for it to know the importance of HRP and its effect in employee performance.

# 1.2 Statement of Research problem

Organizations especially those in tourism sector are increasingly embracing the practice of Human Resource Planning in anticipation that this will translate to improved performance. HRP involves scanning environment, forecasting Human Resource Needs (HRN), assessing Human Resource Supply (HRS), reconciliation of supply and demand, action plans and evaluation of HRP process Leap & Crino(1993). The need to employ individual who are both contextual and task oriented is of paramount. HRP will make it necessary to employ the best individuals that will help to accelerate its visions and missions. HRP can help anticipate potential future difficulties while there is still a choice of actions (Mullins 1996). Most hotels experience challenges in performance by having divergence between what they expected to what was actually achieved.

The performance of Hyatt hotel has to be driven by committed and dedicated staff members that are ready to exercise their expertise in order for it to survive in this competitive industry. The challenge it faces is to get qualified individuals especially contextual wise and being able to retain them. As mentioned earlier, organizations are increasingly embracing planning activities but they overlook human resource planning. Failure to understand the importance of human resource and ignore HRP has resulted in to hotels facing unnecessary loss in human capital. As human beings we are not overall performers, one person cannot be the best in every task thus HRP is used to place people in positions where they can do better.

Hyatt measures employee performance once annually supervisors and managers of several outlets available at the hotel continuously assess employee’s performance through observation and this will be summarized during performance appraisal. This is used in conjunction with rate of complaints an employee gets from clients and general mannerism such as absenteeism rate, cleanliness and punctuality. The employee and his supervisor seats and discuss the results of the appraisal to find a way forward. Employees are allowed to give their views on their performance and the reasons for their poor or better results.

This study is seeking to answer whether or not a relationship exists between organization planning and employee performance. This will help the management of the hotel to analyze in what ways has the relationship contributed to its performance and whether or not the planning and appraisal styles used are efficient.

## 1.3 Research Objectives

### 1.3.1 General Research Objective

The general objective of this research is to assess the relationship between Organization Planning and employee performance at Hyatt regency, the Kilimanjaro hotel.

# 1.3.2 Specific Research Objectives

1. To assess the relationship between recruitment and employee performance.
2. To assess relationship between training and employee performance
3. To analyze relationship between succession planning and employee performance.
4. To assess the relationship between employee retention and employee performance.

## 1.4 Research Questions

### 1.4.1 General Research Question

Is there any relationship between organization planning and employee performance?

# 1.4.2 Specific Research Questions

1. What is the Relationship Between Recruitment and Employee Performance?
2. Is There any Relationship Between Employee Training and Employee Performance?
3. What is the Relationship between Succession Planning and Employee Performance?
4. What is the Relationship between Employee Retention and Employee Performance?

## 1.5 Significance of the Research

The study is beneficial in a number of ways. First, it will assist academicians and scholars interested in understanding organization planning and performance issues. It will help organizations in tourism industry (TI) to understand more on the importance of HRP. Management and other shareholders need to know that attainment of the business objectives does not only come from having the best facilities but rather from employees who are able and willing to perform their duties exceptionally. To the employees as well the study is important since it gives them the insight of how important planning is, and this will give them reasons to participate in overall planning processes by giving their views and ideas especially when planning for issues that affect them directly. Employees through this study may find it necessary to plan for their own activities and how to deliver their duties to enhance their general performances.

# 1.6 Scope of the Study

This study is about Human Resource Planning and its relationship to employee performance in tourism industry, specifically Hyatt hotel in Dar es Salaam, Tanzania. Four variables under HRP will be analyzed and their relationship to employee performance will be assessed. The variables include recruitment and selection, training and development, succession planning and employee retention programs, their contribution to task and contextual performance will be analyzed whether a relationship exists or not.

### 1.7 Organization of the Study

The study was organized in five chapters. Chapter one encompasses of introduction and background to the study, its significance, objectives, statement of research problem and research questions. Chapter two presented literature review whereby literature on several similar studies done by other researchers were analyzed to find the gap, conceptual definitions and critical review of supporting theories, empirical analysis and conceptual frame work. Chapter three explains research methodology and strategies used, survey population and area, sampling design, method of data collection and processing. Chapter four makes interpretation of data, analysis and discussion of the findings and their implications. Finally chapter five present summary of the findings, their implications, conclusion, recommendations, and limitations of the study.

**CHAPTER TWO**

## 2.0 LITERATURE REVIEW

### 2.1 Introduction

This chapter discussed various studies conducted by other researchers concerning the relationship between organization planning and employee performance or similar studies. Their findings were reviewed and analyzed in order to get a research gap. Several concepts used in this study were defined to create a clear meaning between words. Critical theoretical analysis was conducted and its relevance to the study was established. The discussion of other issues such as conceptual frame work, theoretical framework and statement of hypothesis were also done in this chapter.

# 2.2 Conceptual Definitions

## 2.2.1 Human Resources Planning

Daft (2003) defines planning as a blueprint specifying the resource allocations, schedules, and other actions necessary for attaining goals. HRP is the process used by Organization to analyze business plans to establish future human resource requirements, to estimate future human resource availability, to reconcile future human source requirements and future human resource availabilities and to formulate action plans to remove the gap of human resources. Organizations have been good in developing manufacturing, marketing and financial plans but, there are a bit of human resource plans. Herbert et al (1993). This means, HRP is not a onetime event but a continuous process that aims at improving performance.

Walker (1980) defined HRP as the process of analyzing an Organization’s Human Resource requirement under changing conditions and developing activities necessary to satisfy these needs. Similarly, Bulla (1994) defined HRP as a process of identifying HR requirements and planning accordingly to meet that requirement.

### 2.2.2 Employee Performance

Organization Performance is a sign of the capacity of a company to efficiently achieve independent goals Venkatraman & Ramanujam (1986). Efficient and effectiveness are ingredients of Performance apart from competitiveness, productivity and training is a way of increasing individual’s performance Cooke (2000). Employee performance is measured against the performance standards set by the Organization. An employee is an individual working under a certain authority based on agreed contract whereby he renders his expertise to the authority in terms of services and in exchange this individual receives payments in terms of wage or salary. The authority requires the employee to maintain a certain level of performance throughout their contractual period.

Employee Performance means how well the individual is able to execute several job related tasks as assigned by the authority and the ability to keep trail of short and long term goals of the organization. Performance oriented employees are the motivator because they have a predetermined directions to achieve positive assessment of their competence relevant by others. Employee performance can be measured using time to time performance appraisal (PA).

# 2.2.3 Performance Appraisal

This is a systematic evaluation of employee performance and to understand abilities of a person for further growth and development. Based on the complexity of jobs it is not easy to develop a PA system that can reflects a true picture of employee’s performance. Thus its design and management should be toiler-made so that it can match employees and Organization’s characteristics. PA offers to employer a prospect to communicate with employees about Organizational objectives, values, goals, mission and vision and personalize the company’s strategy in to individual criteria, Chattopadhayay (2012).

## 2.3 Theoretical Literature Review

This section discussed various theories available which are different but complementary to this study.

### 2.3.1 Tourism Sector in Tanzania

In Tanzania tourism sector is one of the fastest growing sectors and contributes a significant percentage to the country’s Growth Domestic Product as it was estimated by the Tanzania Tourism Sector Survey (TTSS) in 2009, Tanzania earned USD 1,159.8. Tourism sector is one of the biggest sources of employment especially for youths in the country. Hyatt Regency Hotel (HRH) provides accommodation and other function facilities. It is one of the five star hotels available in the country with the International standards. HRH provides employment to many locals and based on the nature of business, it has clients from everywhere in the world. This means, employees have to better their performances regularly to help the hotel maintain its status. To enable the hotel to lead in tough competition then planning is inevitable and it has to be consistently and strategically done. This hotel has a total of 180 rooms ranging from standard rooms to presidential suite, two restaurants, bar and other meetings and function facilities. It employs about 300 people.

# 2.3.2 Expectancy Theory

The theory has been proposed by Victor Vroom in 1964. The theory is based on the hypothesis that, individuals will adjust their behavior on the basis of anticipated achievement. When employees expect to receive something of value after achieving organization goals, they will modify their behavior in a way that will facilitate the achievement of such goal. In doing so their behavior will increase their level of performance. This theory underlies the concept of employee performance as it is believed that performance is influenced by expectations, Salaman et al (2005).

Vroom’s expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose is to maximize pleasure and minimize pain. Employee performance is based on individual factors like personality, skills, experience and abilities. The theory has three variables namely expectancy, Instrumentality and Valence. For the purpose of my study I will choose one variable, i.e. Expectancy. Expectancy, this is a belief that increased effort will lead to increased performance. This variable depends on things such as having the right resources available, having the right skills to do the job and the necessary support to do get the job done. All these relates to Organization planning since through planning issues like resources skills and support will be identified, implemented and monitored.

## 2.3.3 Goal Setting Theory

The theory has been proposed by Edwin Locke in 1968. It states that goal setting is essentially linked to performance. Specific and challenging goals along with appropriate feedback contribute to higher and better employee performance. The goals need to be specific, realistic and challenging for it to motivate employee performance. Two attributes of goals have been studied in relation to performance, namely content and intensity, Locke (1991). With regard to contents two aspects have been the focus specificity and difficulty. Difficulty entails the relationship between the task and the person. Performance is a linear function of goal performance, the harder the goal the higher the performance because individual will adjust their level of effort to the difficulty of the task undertaken and therefore tries harder for difficulty goals than for easy ones.

Goal intensity involves individual’s commitment which is the degree to which the individual is attached to the goal. Salancik (1997) noted that, the ultimate proof of goal commitment is the action taken to attain it which in turn reflectsthe thinking or lack thereof which preceded it and the choice to act on that thinking. Goal commitment can operate as both causal factor and as a moderator of performance. This theory underlies the concept of organization planning and employee performance. It signifies that, organization through planning activities should ensure the goals set are realistic, achievable and difficult for this will improve the zeal for employees to work hard to achieve them.

### 2.3.4 Resource based Theory

According to resource based theory, an Organization that own strategic resources have important competitive advantages over Organizations that do not. A resource is strategic to the extent that it is valuable, rare, difficult to imitate and non-substitutable Barney (1991). According to Barney, if all firms were equal in terms of resources there would be no profitability’s differences among them because any strategy could be implemented by any firm in the same industry. The resource based view suggests that competitive advantage and performance results are consequence of firm – specific resources and capabilities that are costly to copy by other competitors, Rumelt (1987). The competitive advantage of the firm depends on the match between distinctive Organizational capabilities and changing external circumstances, Andrews (1971).

Competitive advantage is a condition that puts a company in a favorable or superior business position. HRP through recruitment and selection processes coupled with employee training from time to time will provide an Organization with the type of HR that will accelerate it in achieving the level of competitive advantage required and hence increase performance. HRP may also use succession planning together with employee retention programs to ensure that skills and talents stays with the Organization for the longest time possible in order to maintain its competitiveness and capabilities that cannot be copied by other Organizations. By specifying a resource profile for a firm, it is possible to find the optimal product – market activities, Wernerfelt (1984).

Human resource was viewed as one of the most valuable resources of the Organization. It has been argued from the firms’ resources point of view that to provide sustainable competitive advantages the resources must be unique or rare among coherent potential commodities in the Organization. Thus, the resource based view demonstrate the fact that strategies not universally implement able, but are contingent on having the human resource base necessary to implement them. This theory is relevant in this study on the ground that HRP expects the competitive advantage in the organization, Kleiman (2005).

# 2.4Empirical Literature Review

Around the world, the study on organization planning and employee performance has been conducted by various writers and scholars in different but complimentary ways. This section discussed several studies conducted in support of the study.

## 2.4.1 Empirical Literature Review Worldwide

Avanesh (2011) conducted a study on the succession planning and its impact on Organizational performance in the IT sector. The study was descriptive in nature and it aimed at measuring the practice of Succession planning and its impact on performance of IT companies based in Bangalore. The researcher adopted a questionnaire method for data collection process. The study found that, the mean percentage of succession planning and Organizational performance in IT consultancy firm is found to be higher than that of IT products and the relationship between succession planning and Organizational performance is found to be positive.

Chand & Katou in (2007) conducted a research on the impact of human resources practices on Organizational performance in Indian hotel industry. The purpose of the study was to investigate whether some human resource system affect Organizational performance in the hotel industry in India. The result indicated that, Hotel performance is positively associated with hotel category and chain. Furthermore, hotel performance is positively related to human resource management system of recruitment and selection, manpower planning, training and development, quality cycle and pay system.

Kowalewski, et al (2011) conducted a study on succession planning. The study was conducted in New York, and used survey methods for collecting data from 25 New York state companies. The aim of the study was to explore and review the importance of incorporating succession planning in to every Organization business processes. Objective of the study was to examine succession planning utilized by the 2010 “best companies to work for in New York” The result was that 84% of the respondents will have succession planning in place in the next three years and this means that Organizations are willing to incorporate succession planning with the expectation of experiencing increased employee retention and performance.

Gifford (2011) conducted a study on development of Human Resources. He concluded that, human resources planning is used to identify the level of skills required by the Organization for various jobs. HRP also organizes training and development programs to impart the required skills and ability that employee may require in order performing their duties efficiently and effectively. Shaukat et al (2015) conducted a research on Impact of human resources management on employee’s performance. The study aimed to describe why human resources management decisions are likely to have an important and unique influence on Organizational performance. It evaluated the links between systems of high performance work practices and firm performance. The results based on national sample of firms in Pakistan indicate that these practices have an economically and statically significant impact on employee performance.

Cresswell (2012) conducted a study in future of Human Resources Planning significance conducted in Canadian Shield Organization showed that, HRP ensures the availability of people to facilitate the continuous smooth operations of the Organization. The study concluded that, HRP is regarded as a tool to ensure future availability of manpower it determines the future needs of manpower in terms of number and kind. Nestoroska & Petrovska (2014) worked on scientific paper to research on the advantages of staff training programs and the need for continuing training within hospitality sector in the republic of Macedonia for providing services with higher quality and achieve competitive advantage. The findings of the study confirmed the importance of staff training in hospitality sector due to high competition, staffs need to upgrade their skills according to their job positions.

### 2.4.2 Empirical Literature Review in Africa

Akinyele & Fasogbon (2007) conducted a study on Impact of Strategic Planning on Organization Performance and Survival. The main objective of their study was to re-evaluate the planning performance relationship in Organization and determine the extent to which Strategic Planning affects performance in an Organization, of which First Bank of Nigeria, Plc. (FNB) was used as case study. Data were collected from top managers, middle level and first line HR managers of 50 offices.Their conclusion was that, Strategic Planning enhances performance and survival. The gap of this research is to give much emphasis on the results of performance without considering the elements that leads to performance.

Jemedze (2013) carried out a study on Analysis of the Impact of Human Resources Planning as a tool for increasing Organizational Performance. The purpose of the study was to explore the impact of HRP on Organizational performance. It aimed at answering the question on the relationship between HRP and Organization Performance. The study was exploratory in nature and it identified the HRP methods used by the Organization and how these methods lead to increased Organization Performance. The findings of the study indicated that HRP plays a pivotal role in increasing Organization Performance by acting as a catalyst in improving employee’s performance.

Olusanya (2012) conducted a study on effective planning and Organizational productivity at Sterling bank, Nigeria. The objectives of the study were to determine relationship between effective planning and Organizational productivity, as well as examine whether effective planning leads to employees performance in an Organization. The result of the study revealed that effective planning has a relationship with Organizational productivity and that effective planning lead to employee performance in an Organization.

Mensah (2012) researched on analysis of HRP and its effect on Organizational effectiveness. The study aimed to examine the effectiveness of HRP and its effect at Information Services Department in Ghana. It also aimed at finding out if human resource policies and procedures are functioning effectively. The findings of the study showed that, the Organization is proactive in recruiting and retaining employees. Maina (2015) conducted a study on the role of human resources planning practices on employee performance. Aim of the study was to analyze the role of human resources practices (specifically employee attraction and retention) on performance of Kenya’s County Government’s employees. The study involved a sample of 45 employees from Nakuru County, and the result showed that employee attraction and retention positively and moderately affect employee performance.

Nassazi (2013) researched on the effects of training on employee performance. The aim was to evaluate the effect of training on employee performance using telecommunication industry in Uganda as case study. Four goals were developed being identifying training program’s existing in the industry, Objectives of the training offered, method employed and effects of training and development on employee performance. The result indicated that training has a clear effect on the performance of employee.

# 2.4.3 Empirical Literature Review in Tanzania

John (2013) conducted an assessment on the role of HRP towards organizational performance a case study of National Institute of Transport. The main objective of the study was to examine nature, challenges and strategies of human planning on performance. A sample of 160 respondents was used for questionnaires and interviews. After collecting and analyzing data, she concluded that HRP if well planned can enable the institution to have quality human resources at the right time doing the right activity in the right place.

Moyo (2015) researched on the contribution of human resources planning in public institutions performance. The study was conducted at Mlele District Council, the objective of the study was to determine relationship between HRP and Institutional Performance, to analyze factor that will lead to effective implementation of HRP at Mlele District Council and examine the outcome of HRP in Public Institution toward its performance. Simple random sample of 50 employees were selected as study sample. The study concluded that, human resources planning had strong relationship with performance of a particular Institution. The gap of this study is focusing on the general performance and overlooking the factors that contribute to performance.

Mhanje (2011) conducted a research on assessment of effectiveness of HRP in Local government in Tanzania, A case of Morogoro District Council, Tanzania. The overall objectives of the study was to assess the effectiveness of local Government on Human Resources Planning in Tanzania, as an essential aspect of ensuring efficient provision of public services to end users. A total of 50 respondents was used in the study. The results of the study were that, Morogoro District Council plans for its human resource and there is a positive relationship between HRP and Performance. Mkisi (2008) conducted a study on application of human resource management initiative for works motivation and Organization performance in telecommunication sectors in Tanzania. The study used empirical evidence form three telecommunications companies in Tanzania and the result of the study shows the gap between private and public sector has narrowed. This means both public and private companies provide good incentives like job security, fringe benefits to motivate its workers.

Mwemezi (2011) studied on the challenges facing human resources succession planning in Tanzania work Organization. The objective of the study was to assess the extent of human resource succession planning activities in Tanzania work Organization and challenges facing succession planning in various Organizations. The result showed that human resource succession planning played important role for the Organization development.

## 2.5 Research Gap

The empirical analysis of relevant studies shows that most of the studies ignored the concept of HRP in relation to contextual and task performance, its consequence is for many Organizations to be concerned with the results of performance not element of performance that contributed to the results. Mhanje (2011) assessed the effectiveness of human resource planning in local governments in Tanzania. Maina (2015) studied the effect of HRP practices on employee performance. Jemedze (2013) analyzed the impact of HRP as a tool for increasing Organization performance and Cresswell (2012) conducted a study in future of HRP significance.

The research gap was that, most of the studies were not able to explain the different nature of contextual and task performance and their contribution in general performance. This study was assessing the relationship between human resources planning and employee’s performance.

Motowidlo and Van Scotter (1994) established the distinction between task and contextual aspects of performance. They showed that, task and contextual performance contributed independently to overall performance assessment. They also found that different individual difference variables associated with task and contextual performance. While experience (skills, knowledge and attitude) correlated significantly more with task performance than it did with contextual performance, Personality variables correlated with contextual than task performance.

Borman & Motowidlo (1997) prepared a study concerning task and contextual performance. It distinguishes between task and contextual activities, the taxonomy of contextual performance containing elements of Organizational citizenship behavior and prosocial Organizational behavior were offered. The study shows personality successfully predicts contextual performance and overall components of performance and such findings can be used to advance the science of personnel selection.

Results and performance is not the same thing (Motowidlo, Borman, Schmit 1997), results are states or conditions of people or things that are changed by performance and consequently either contribute to or detract from Organizational goal accomplishment. Performance is behavior with evaluative component that can be positive or negative.

### 2.6 Conceptual Framework

**Independent Variables Dependent Variable**

**Employee Performance**

**Human Resources Planning**

1. Recruitment and Selection
2. Training and Development
3. Succession Planning
4. Employee Retention

**Figure 2.1: Conceptual Framework**

**Source:** Researcher, 2017

# 2.7 Theoretical Framework

## 2.7.1 Human Resources Planning

Human resource planning owns a significant role in deciding and specifying the characteristics of applicant, in order to select the best fit that Organization looks for (Craft 1980). Qualitative and quantitative approach of HRP both aims at getting the best fit that an Organization is looking for. Quantitative method is used to get the right number of employees by considering issues such as past business trends and the actual number of employees necessary to perform a certain peace of work. By qualitative, the organization seeks to acquire the right quality of employees in terms of skill, knowledge and abilities (Task Performance), because having the right number without right skills will not amount to better performance at work, thus the combination of both is necessary.

While planning for human resource it is necessary to consider the contextual aspect of the person. Emphasis should be given to personality considering the organization culture and type of leadership available since the leader behavior have influence on the contextual performance. Based on resource theory, the Organization needs to own strategic resources this means the resource should be valuable, rare, difficult to imitate and non-substitutable (Barney 1991) and from the conceptual frame work the non-substitutable part of HR comes from context of employees (contextual part of performance). In this study, HRP will be analyzed using four variables being Recruitment and selection, Training and development, Succession planning and employee retention. In the end the relationship between the variables and employee performance will be conducted.

# 2.7.1.1 Recruitment and Selection

According to Fajana (2002) HRP deals with the systematic and continuing process of analyzing a firm’s HR needs under mutating conditions and developing workforce policies suitable to the longer term effectiveness of the Organization. HRP involves the forecasting of HR needs in Organizations and designing appropriate actions such as recruitment based on identified needs. HRP provide answers to issues such as whether or not recruitment is necessary, the number of people to be recruited with their skills, knowledge and competence, when new people should be employed and if training for new employees is necessary and who will be responsible to provide such trainings. Armstrong (2009) states that recruitment and selection process come in four stages: defining requirements, attracting candidates, selecting candidates and placing them on the job. Robertson (2001) added personality assessment to the list guided by tests and interviews.

## 2.7.1.2 Training and Development

This refers to the process of transferring knowledge, skills and abilities needed to carry out a specific activity or task. According to Peteraf (1993) a comprehensive training and development program helps in deliberating on the knowledge, skills and attitude necessary to achieve Organizational goals and also to create competitive advantage. To meet current and future business demands, training and development process have assumed its strategic role.

Apospori et al (2008) has deduced that there is a considerable impact of training on Organizational performance. Training and development can take any of the three approaches: Reactive approach which is also considered to be traditional and event oriented activity or Proactive approach which aligns all training activities with the corporate business strategy and focuses on developing competences to employees. Lastly training can take active learning approach whereby learners play a leading role in learning by exploring issues and situational problems under the guidance of their facilitator.

### 2.7.1.3 Succession Planning

Succession planning is an ongoing process of systematically identifying, assessing and developing leadership talents within the Organization’s career development pipeline (Nink and Fogg 2006).Orellano and Miller (1997) states that the three basic goals of succession planning includes Identification of critical management positions within the Organization, identification of future vacancies in those positions and identification of managers who would potentially fit in to these vacancies. According to Bower (2007) both insiders and outsiders have strength and weaknesses in entering new positions. Employees know the company and its inner workings, but may not recognize the need for change New ideas may come from outside but many times the new comers do not know the company well enough to foster the changes needed (Davis 2008).

# 2.7.1.4 Employee Retention

According to Mita (2014) employee retention is a technique adopted by business to maintain an effective workforce and at the same time meet operational requirements. Bidisha (2013) defined employee retention as a process by which employees are encouraged to remain with the Organization for the maximum period of time or until the completion of the project. According to workforce planning for Wisconsin state government (2015) employee retention is a systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place that address their diverse needs. Retention factors include remuneration and benefits, training opportunities, fair and equal treatments, Organization culture and management style. The need for Organization to retain its employees is crucial for its ability to remain in business depends on it.

### 2.7.2 Employee Performance

Vroom’s expectancy theory has that; individual will adjust their behavior based on the anticipated achievement. Based on expectancy theory employees will be willing to work hard and follow the established standard under the notion that they will achieve something of value. In doing so they will reach the level of performance required of them and at the same time fulfilling the reason why they were recruited and selected through a carefully HRP process. PA should include aspects like conscientiousness, agreeableness and emotional stability to count for contextual performance. Organization needs to account for its culture to examine if it prevents its employees to perform better. Performance appraisal compliment human resource planning and they should be used together to improve employee performance at work.

# CHAPTER THREE

## 3.0 RESEARCH METHODOLOGY

### 3.1 Introduction

This chapter describes the strategies that were used in the study. It explains how the population to be interviewed were selected and identified, their characteristics and where to find them. The type of data to be collected and how this data were collected was also described in this chapter together with the expected results after analyzing data.

# 3.2 Research Design

This study took place at Hyatt hotel which is a single social unit. Thus a case study approach was used which was in-depth rather than breadth. Qualitative analysis were to be employed on the collected data to find out the underlying motives that improve performance and find out if they have any relationship with HRP. Through case study researcher can obtain a real and enlightened record of personal experiences which would reveal man’s inner strivings, tensions and motivations that drive him to action along with the forces that direct him to adopt a certain pattern of behavior, Kothari (1990).

## 3.3 Area of the Study

The study was conducted at Ilala district of Dar-es-Salaam city in Tanzania where the hotel is physically located. The reason for choosing Hyatt hotel was because of its location that is easily accessible and also the researcher had once worked with the hotel thus it was easy to collect data and other necessary information for the study.

### 3.4 Population of the Study

Population refers to a group which the study was interested in gathering the information as well as drawing conclusion (Crawl 1993). 300 employees of Hyatt Hotel were selected to form the population of the study. The respondents involve managers, supervisors and supporting staffs. Managers and supervisors were selected through purposive sampling technique to represent a group to be interviewed. Other supporting staffs were selected by using simple random sampling and they provided primary data through questionnaires.

# 3.5 Sampling Design and Sample Size

Sampling refers to the process of selecting a number of individuals for a study in such a way that the individuals selected represent large group form which they were selected (Ogula 2005).

## 3.5.1 Sampling Design

This study used two types of sampling design, Purposive sampling and simple random sampling. Purposive sampling whereby items were deliberately selected by the researcher. In this study, purposive sample was made by a group of managerial cadre and supervisors of various departments. Purposive Sampling was used because the researcher believes Managers and Supervisors had knowledge and necessary skills for giving required information. Simple random sampling was used to select a specific number of respondents from survey population whereby each member of the survey population had equal chance of being included in the sample.

### 3.5.2 Sample Size

This refers to the number of individuals selected from the study area to constitute a sample. The sample size of 75 employees from 300 employees of Hyatt hotel was determined by using the formula developed by Yamane in 1967 whereby the level of precision of 10% was used (Kothari 2009).

The sample size was obtained as follows:-

**N = N/1 + N(e)2**

Whereby,

n = Sample size

N = Number of members

E = level of precision, 10%

n = 300/1+300 (0.1) 2

**n = 75**

Table 3.1 shows the sample size for the study.

**Table 3.1: Sample Size**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **SN** | **Respondents** | **Frequency** | **Percentage (%)** | **Sampling Technique** | **Data collection tools** |
| 1 | Key Informats: (i) Director  (ii) Manager  (iii) Supervisors | 1  7  7 | 1  9  9 | Purposive Sampling | Interview |
| 2 | Other Employees | 60 | 80 | Simple Random Sampling | Questionnaire |
|  | **TOTAL** | **75** | **100** |  |  |

# Source: Study data

# 3.6 Variables and Measurement Procedures

The study had two variables, Human Resources Planning (HRP) and Employee Performance (EP) that stands for independent and dependent variables respectively. The data collected was used to assess the relationship between HRP and employee performance. HRP was measured through analysis of four human resources practices variables being recruitment and selection, training and developments, retention programs and succession planning programs available at the hotel.

Employee performance was measured in terms of task performance and contextual performance using a four point Likert scale. The scale ranged from excellent, good, moderate and poor. Task performance was measured through job completion and goal achievement, availability of working tools, training attended, scope of work compared to job description and information concerning work while contextual performance was measured in terms of teamwork, volunteering, events participation among employees and willingness to help.

## 3.7 Methods of Data Collection

There are two types of data that a researcher can collect for the study, primary data and secondary data, Kothari (1990). Each type of data has different method for collecting data.

### 3.7.1 Primary Data

Primary data were obtained through questionnaires and interviews. Respondents were supplied with questionnaires and others were interviewed to get the relevant information.

**3.7.2 Secondary Data**

This data were collected from Hotel website, brochures, pamphlets and other hotel books. Secondary data was used because they broaden data base from which generalization can be made and may also be used to supplement primary data.

# 3.8 Data Collection Tools

Tools for data collection used for this study were general questionnaire forms that were supplied to employees of the Hotel, personal interviews and contents analysis of available materials such as books, magazines and brochures. A total of 15 people were interviewed. They were selected because of their positions as decisions makers and simple random sampling was used to give the remaining population equal opportunity of being selected for the study and 60 employees were randomly selected to fill questionnaires.

**3.8.1 Questionnaires**

Questionnaires were structured, the same type of questions and wording were presented to the respondents and in the same order. The reason for standardizing the questions was to get different opinions on the same issue. The form of questions was both open and closed ended. Closed questions were used to lead respondents to provide particular information and open ended were used to get individual opinions. For this study 60 respondents were randomly selected to fill the questionnaires.

## 3.8.2 Interview

This was done in-person to staffs that belongs to purposive sampling group. The aim was to get their opinion on how HRP was conducted in their departments and whether performance in their departments resulted from proper HRP or not. The interview was un-structured to allow the researcher to ask as many questions as possible based on the guiding questions. 15 employees from managerial cadres were interviewed.

## 3.9 Reliability and Validity of Data

The reliability and validity of data can be tested by finding out about the said data, who collected the data, what were the source of the data, methods of collecting data, time and level of accuracy, Kothari (1990). The data used in this study were reliable because the researcher went to the hotel personally to collect the data and used test–retest techniques to ensure reliability of data through consistency.

### 3.9.1 Reliability of Data

Reliability of research instrument concerns the extent to which the instrument yields the same results on repeated trials. Although unreliability is always available to a certain extent, there will be generally a good deal of consistency in the results of a quality instrument gathered at different times. The tendency towards consistency found in repeated measurements is referred to as Reliability (Carmines & Zeller 1979).To ensure the reliability of data a group of ten individuals among the respondents were given the questionnaires twice over a period of one week then their answers were compared. The results from the two tests showed that individual had the same answers for the same questions at different times.

# 3.9.2 Validity of Data

This means the degree to which a test measurement measures what was supposed to measure (Carmines & Zeller 1979). The validity of data was ensured through content validity and external validity. Content validity was presented on the questionnaires and interview questions used that intends to accurately assess the relationship between HRP variables and employee performance. External validity was displayed through the homogeneity of the population of the study used that belongs to the Hotel where the relationship between HRP and employee performances were to be assessed; this means the data collected from the sample size randomly selected from the population of the study measured what was supposed to be measured.

## 3.10 Data Processing and Analysis

After collecting the data, they were edited to ensure uniformity, accuracy and consistency of the information. This was followed by tabulation which involved arranging data in tables in order to fit a particular statistical test and analysis. Data were checked for completeness, accuracy and uniformity. Furthermore, data collected were edited, coded and analyzed. The purpose of editing was to secure quality standard on the data. Coding of data was done through assigning data into classes. Classification was done by arranging collected data in groups and classes in the basis of their common characteristics.

**CHAPTER FOUR**

## 4.0 DATA ANALYSIS AND DISCUSSION

### 4.1 Introduction

This chapter contains findings from the respondents on the relationship between HRP and employees performance. The first part described the demographic profiles of the respondents in terms of age, sex, level of education and length of service. The second part discussed the influence of HRP variables (employee retention, training and development, recruitment and selection and succession planning) and the relationship that each of the variable has with the performance of employees. The third part of the chapter discussed the indicators of task and contextual performance. Also this chapter explains the results of other interview questions conducted to other key informants.

# 4.2 Demographic Profiles of the Respondents

The researcher received 60 questionnaires from respondents. The respondents were asked to indicate their age, gender, level of education and length of service. The findings are presented below.

## 4.2.1 Age of Respondents

Age of respondents is one of the most important characteristics in understanding their views concerning a certain issue because it indicates the level of maturity of individuals. Majority of respondents were between 26 and 40 years of age that totaled to 52respondents representing 87% of 60 respondents. The researcher finds it necessary to know the age of respondents because it has influence on the perception towards work, dependability and commitment. Based on the data collected, most employees at Hyatt hotel are young adults who are in the middle of their career development, they are highly committed in their work and most of them are aware of the expectations that the Hotel has towards them in terms of performance and they know and understand what they need from the Hotel. 10% of the respondents belongs to 18 – 25 age groups and are still in the process of learning and building their career in this industry. Employees in this category are more tasks oriented compared to 87% of respondents which were both contextual and task oriented. The remaining 3% represents those who are 40 years of age and above. Table 4.1 shows age distribution of respondents.

# Table 4.1: Age of Respondents

|  |  |  |
| --- | --- | --- |
| **Age (Years)** | **Frequency (N)** | **Percentage (%)** |
| 18 - 25 | 6 | 10 |
| 26 - 30 | 13 | 22 |
| 31 – 35 | 21 | 35 |
| 36 - 40 | 18 | 30 |
| 40 and above | 2 | 3 |
| **Total** | **60** | **100** |

**Source:** researcher, 2017

### 4.2.2 Sex of Respondents

The necessity of knowing the gender of respondents in this study is based on the differences in attitude, behavior and perception towards events that is presented by male and female in a given setting. It is believed that men and women have different ways of responding to situations and this affects their way of thinking as a result men are more objective and task oriented. Another reason is based on the fact that Hyatt hotel is not gender biased and both male and female have equal chances of being employed by the Hotel as long as they possess required credentials for the job. So the researcher decided to give equal opportunities to both male and female employees to participate in the study and give their views. Table 4.2 shows gender distribution of respondents.

## Table 4.2: Sex of Respondents

|  |  |  |
| --- | --- | --- |
| **Gender** | **Frequency (N)** | **Percentage (%)** |
| Male | 28 | 47 |
| Female | 32 | 53 |
| **Total** | **60** | **100** |

**Source:** researcher, 2017

From Table 4.2 shows that 47% of those participated in the study were male while 53% were females which mean the Hotel is gender sensitive and provides equal chance of employment for both male and female.

# 4.2.3 Level of Education

The researcher was interested in knowing level of education for respondents because education is one of most important characteristics that might affect the person’s attitude and the way of understanding things. The response of an individual is likely to be determined by his education status coupled by the job experience of the respondent. Education may also shape the attitude and behavior of employees and change the way they interact, behave and perceive their general working environment and enables them to have different opinions on issues concerning their working life. In this study respondents were asked to indicate their highest level of education by ticking the appropriate box and the results were as shown in Table 4.3.

### Table 4.3: Level of Education for Respondents

|  |  |  |
| --- | --- | --- |
| **Level** | **Frequency (N)** | **Percentage (%)** |
| Secondary education | 15 | 25 |
| Certificate | 37 | 62 |
| Diploma | 3 | 5 |
| Advance Diploma | 0 | 0 |
| Degree | 5 | 8 |
| Masters | 0 | 0 |
| **Total** | **60** | **100** |

**Source:** Study Findings

From Table 4.3 62% of respondents had a certificate in hotel and hospitality studies which is also one of the prerequisite for individuals to be employed in this industry. 25% of respondents had secondary school education, 8% of respondents had degrees and 5% of respondents had diploma level. This means majority of Hyatt employees which is 75% of respondents possess college knowledge in the Hospitality area while 25% of respondents have secondary education. This means at least every employee in this Hotel have a good level of understanding to follow instructions and procedures concerning their work. This puts employees in the better position to make necessary judgments and make sound decision whenever needs arise and they are able to work under less supervision. Having employee with hotel knowledge keeps the hotel in a good position compared to its competitors.

## 4.2.4 Length of Service

Respondents were asked to indicate for how long they have been working with the Hotel because the longer the period one stays at job the more job related knowledge and experience the person will have. This means there is difference in job related attitude between someone who has worked for four years and a person who has worked only for a year in the same work environment. The more a person stays in employment increases the chance of him becoming acquitted to the job and hence increases the level of performance at work. Length of service means the employee will have more opportunities to learn, be trained and developed in various areas concerning their work. This will give them the experience and competencies they need to become expert in their job. Table 4.4 shows the length of service for respondent.

**Table 4.4: Respondent’s Length of Service**

|  |  |  |
| --- | --- | --- |
| **No. of years** | **Frequency (N)** | **Percentage ( % )** |
| Less than 3 | 10 | 16.6 |
| 3 to 6 | 21 | 35 |
| 7 to 10 | 22 | 36.6 |
| More than 10 years | 7 | 11.6 |
| **Total** | **60** | **100** |

**Source:** researcher, 2017

From the data provided in table 4.4 it shows that 83% of respondents have worked in this Hotel for more than three years. 16.6% of respondents have worked for less than three years. This means that majority of employees are well equipped with the culture and behavior of this Hotel, they know the type of visitors they receive and they know the standard of dealing with these visitors. These positions those employees to a point that their performance will be exceptional compared to other hotels with high rate of employees attrition. To the Hotel the advantage of having employee who can work for long period is the ability to create the Hotel culture that is unique and difficult to copy by competitors. The Hotel will be able to create teams that are strong and have unique similar characteristics and this is of utmost importance because the nature of Hotel jobs requires people who have the ability to come together and work together as a team to facilitate positive experience for their visitors.

### 4.3 Relationship between HRP and Employee Performance

The study aimed at assessing the relationship between HRP variables (employee retention, training & development, recruitment & selection and succession planning) and employee performance in terms of task and contextual performance.

# 4.3.1 Employee Retention

Respondents were asked to give their views on whether or not their employer make any retention efforts and also to give their opinions on the factors that are likely to make their work more meaningful. 33 respondents which are equal to 55% of total respondents were aware of the existence of retention efforts by the Hotel through training, employee induction when they were employed and by the provision of comprehensive list of duties and responsibilities upon employment as well as having heads of departments and supervisors helping them on issues concerning their work. 19 respondents which are equal to 32% of respondents were not aware of any retention efforts done by the Hotel and 8 respondents or 13% were not sure about the existence of retention program. This means 55% of respondents knows and understands the efforts made by the Hotel in ensuring the employees stay with the Hotel while 45% of respondents were not aware or did not know of any retention effort done by the Hotel.

The retention of employees has been shown to be significant to the accomplishment of goals and improving employee’s performance. The hotel was able to perform better because of its ability to preserve skills and competencies of employees. The level of skills and competencies that were retained by the hotel through various retention programs such as employee induction and training had the power to improve the performance of the hotel because the hotel depended on the skills and knowledge of employees to deliver quality services in a professional way.

**Table 4.5 Respondents Awareness on Retention Efforts**

|  |  |  |
| --- | --- | --- |
| **Respondents** | **Frequency (N)** | **Percentage (%)** |
| Aware | 33 | 55 |
| Not aware | 19 | 32 |
| Not sure | 8 | 13 |
| **Total** | **60** | **100** |

**Source:** researcher, 2017

Concerning factors that make work more meaningful 68% of respondents said they like the exposure they get from this job through meeting people from various places around the world that helps them understand different languages and cultures as well as meeting people with high profile like politicians and superstars. 25% of respondents enjoy job autonomy that the Hotel allows its employees which made the employees powerful and more confident in making decisions concerning their work. 7% of respondents enjoy complexity of work, having to deal with complaints from guests and handling various issues concerning hotel bookings and events. The relationship between work meaningfulness and performance was given by the level of intrinsic motivation expressed by respondents through exposure and job autonomy that encouraged their performance.

The level of autonomy expressed by respondents had improved their job performances because when employees were provided a support to perform job autonomy they considered themselves to be more trusted to perform the job, this perception lead to an increased level of intrinsic motivation and the outcome was effectiveness at work. Also work meaningfulness made respondents to consider themselves as part and parcel of this hotel which gave them the feeling of belongingness, job security and job worthiness all these made the employees to perform better at their respective jobs and as a result the general performance of the hotel was improved.

Table 4.6 shows the findings on factors that make respondents work more meaningful.

**Table 4.6: Factors that Make Work Meaningful**

|  |  |  |
| --- | --- | --- |
| **Factors** | **Frequency (N)** | **Percentage (%)** |
| Exposure | 41 | 68 |
| Complexity | 4 | 7 |
| Autonomy | 15 | 25 |
| **Total** | **60** | **100** |

**Source:** researcher, 2017

## 4.3.2 Training and Development

Respondents were asked to mention the type of training provided to them and to rate the extent the Hotel provides this training. The results shows that the hotel invest in training its employees mostly on product and soft skills as 88% of respondents indicated that they received product and soft skills training, 5% of respondents said they were trained in technical skills and 7% of respondents have received training on all three categories. All respondents agreed to have been trained in a particular area of their work. This means the hotel invest on training and development of its employees from time to time.

Training improved the level of performance of employees through additional skills and techniques that were imparted to employee at different times of their working period. Training was used to change employee’s perception towards their work, improved employee’s competencies and their level of confidence towards work. The relationship between performance and training and development was the level of competitive advantage that were achieved through training and development of employees.

The result of the study showed that 88% of respondents were provided with soft skills and technical training by the hotel which made them more competitive in performing their duties. Training and development enabled employees to have skills and competencies necessary for the performance of their work in a more competent and effective way. Training and development reduced the rate of employee attrition which helped the hotel to retain the skills necessary for performing the work. Table4.7provides the study findings concerning training and development of employees.

**Table 4.7: Type of Training Provided**

|  |  |  |
| --- | --- | --- |
| **Type of training** | **Frequency (N)** | **Percentage (%)** |
| Soft skills | 9 | 15 |
| Technical skills | 3 | 5 |
| Product training | 44 | 73 |
| All three skills | 4 | 7 |
| **Total** | **60** | **100** |

**Source:** researcher, 2017

The respondents were also asked to rate the present training system used by this Hotel and 58.3% of respondents said the system is good, 23.3% of respondents said the system is excellent while 18.3% of respondents said the system is average. Thus 81.6% of respondents who rated the system as good and excellent were happy about the training system used by the hotel.

The relationship between training systems and performance was the ability of the system to achieve the desired goal of conveying knowledge and skills to employees. The training system used by the hotel involved job rotations that allowed employees to learn work of different departments which helped the employees to embrace teamwork as well as the induction system which allowed employees to familiarize with work environments. This on the job training system increased the performance of the employee because it allowed employees to learn while at work which helped to reduce technical mistakes and accidents on machines and other facilities. Table 4.8 shows the respondents rating on training system.

**Table 4.8: Respondents Ratings on Training System**

|  |  |  |
| --- | --- | --- |
|  | **Frequency (N)** | **Percentage (%)** |
| Excellent | 14 | 23.3 |
| Good | 35 | 58.3 |
| Average | 11 | 18.3 |
| **Total** | **60** | **100** |

**Source:** researcher, 2017

### 4.3.3 Recruitment and Selection

On this category respondents were asked to indicate the factors that the Hotel looks for during recruitment and selection process and they were asked to choose between Knowledge, past experience and team work ability. 72% of respondents said individual with working experience were more considered followed by 18% of respondents who thinks that individuals with hotel knowledge in terms of education will be considered for employment while 10% of respondents said team work ability was a quality the Hotel was looking for in employment. According to resource based theory an Organization that own strategic resources have important competitive advantages over Organizations that do not. The hotel had secured strategic resources by employing individuals with experience and knowledge. Table 4.9 shows findings on factors for recruitment and selection.

**Table 4.9: Factors the Hotel Looks for in Employment**

|  |  |  |
| --- | --- | --- |
| **Factor** | **Frequency** | **Percentage (%)** |
| Knowledge | 11 | 18 |
| Past Experience | 43 | 72 |
| Team work | 6 | 10 |
| **Total** | **60** | **100** |

**Source:** researcher, 2017

From the table 4.9 above the Hotel mostly considers two factors (Knowledge and Past experience) to be the factors to consider during recruitment and selection. This was because 90% of respondents chose the two factors while 10% of respondents chose team work as one of the factors affecting recruitment and selection. Knowledge and past experience had relationship with performance because when employees were assigned a particular job they need a specific knowledge to be able to perform the job. Knowledge and experience allowed employees to perform better at work because of the skills, ideas and experiences that contributed to their ability to reason and understand various issues concerning their job. This relationship allowed employees to perform better at their respective positions.

**4.3.4 Succession Planning**

Under this variable of HRP respondents were asked to give their opinion on the importance of succession planning and their views on the time frame that they consider necessary to be the development period for potential successors. Table 4.10 shows the results on the importance of succession planning as obtained from respondents.

**Table 4.10: Importance of Succession Planning**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Very Important** | **Important** | **Somewhat Important** | **Not important at all** | **Total** |
| **Frequency** | 29 | 23 | 8 | 0 | **60** |
| **Percentage (%)** | 48.3 | 38.3 | 13.3 | 0 | **100** |

**Source:** Study Findings

The results shows all respondents understood the importance of succession planning in this Hotel and 52 out of 60respondents which was equal to 86.6% agrees that it was important to have succession planning in place. They find it important because it was used as a promotional tool as well as a means for employees’ career development. The scope of succession planning used was able to give equal chances for employees to be chosen for development as successors. The methods used involves assessing employees through observation of individuals daily performances and attitudes by their supervisors and heads of departments and then coupled with the results of individual performance appraisal will determine whether if the person is capable of succeeding a certain position in future. Then the chosen individual will be placed under the care of a manager who was to act as the mentor for this individual to groom the person for his future responsibilities. Also the successor was allowed to attend specific training to facilitate his development depending on the position he will take.

Respondents were also asked to give their views on the time frame for development period necessary for potential successor and their response were given on Table 4.11. 65% of respondents said less than two years were enough periods to groom a potential successor, 27% of respondents said two to three years while 8% of respondents said it needed more than three years. This means the head of departments may use a period of between one to three years to train and prepare employees who have shown the potential of becoming a successor for a particular position.

Succession planning was used to improve employee’s performance because employees considered succession planning as a way of developing their career. The hotel used succession planning as a motivational tool because when employees observed their colleagues being selected to higher positions as successors it motivated them to work hard to secure the possibility of them becoming the next successor.

**Table 4.11: Development Period for Potential Successor**

|  |  |  |
| --- | --- | --- |
| **Years** | **Frequency (N)** | **Percentage (%)** |
| 1 to 2 | 39 | 65 |
| 2 to 3 | 16 | 27 |
| 3 and above | 5 | 8 |
| **Total** | **60** | **100** |

**Source:** Study Findings

## 4.3.5 Task Performance

Task performance was defined as the effectiveness and efficiency with which a job holder was able to use their skills, attitude, knowledge and experience to perform activities that contribute to the achievement of goals and objectives. Task performance depended on the level of specific knowledge and job related experience of the job holder and the ability of the job holder to use that experience and knowledge to execute the assigned job with minimum cost and more productive way.

The study outlined six indicators related to task performance and asked respondents to indicate the extent to which they met the following factors on their daily work life. On the average 30% of the respondents have excellent task performance, 50% of respondents have good task performance, 14% of respondents are moderate performers and 6% of respondents are poor performers. This means about 80% of total respondents are task oriented and they meet performance target as required because they are able to achieve the hotel goals as planned.

The presence of these indicators of task performance to employees of this hotel was considered to be indication that performance of the hotel is good because the employees were able to meet performance criteria by using their skills, knowledge and experience to do their work. The ability of employees to meet task performance criteria improved their general performance in a positive way.Table 4.12 shows the results of the findings on employee’s indicators of task performance.

**Table 4.12: Indicators of Task Performance**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Indicators** | **Poor** | **Moderate** | **Good** | **Excellent** |
| I meet all the formal performance requirements of my job | 0% | 0% | 61% | 39% |
| I have all the working tools required for my job | 0% | 17% | 83% | 0% |
| I attend training time to time to improve my skills | 0% | 0% | 13% | 87% |
| The scope of my work is according to my job description | 7% | 0% | 42% | 51% |
| I always get help from supervisor and colleagues when needed | 13% | 17% | 70% | 0% |
| Information concerning my job is always given early enough | 17% | 51% | 32% | 0% |
| **Mean Score** | **6%** | **14%** | **50%** | **30%** |

**Source:** Study Findings

### 4.3.6 Contextual Performance

Contextual performance was defined as activities that contributed to the social and psychological core of the Organization. It involves Organizational citizenship behavior that was necessary for performance of an Organization. The respondents were asked to indicate the extent to which they meet the following indicators of performance as shown in table 4.13 On contextual performance the results shows that the average of 17.6% of respondents has rated excellent, 27.6% of respondents have rated good, 25.6% of respondents are moderate, 19.5% of respondents are poor performers. Based on the mean score 45% of respondents are found to possess behavior patterns that may lead to contextual performance while 25.6% of respondents have moderate behavior characteristics that if provided with the right training they have a good chance of changing the way they perceive their jobs and work environments. The table indicated the behavioral characteristics that a good performer needed to possess for better performance.

**Table 4.13: Indicators of Contextual Performance**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Indicators** | **Bad** | **Poor** | **Moderate** | **Good** | **Excellent** |
| I tried to create a cheerful atmosphere at work place | 2% | 12% | 18% | 53% | 15% |
| I participated regularly to events that lead to team bonding | 2% | 17% | 21% | 22% | 38% |
| I took feedback on my work from co workers | 30% | 13% | 21% | 17% | 19% |
| I helped co – workers on issues other than their work | 3% | 19% | 28% | 41% | 9% |
| I had some instances of dis agreement with my supervisor | 0% | 35% | 38% | 15% | 12% |
| I constantly search out new working methods to improve my work | 5% | 9% | 16% | 48% | 22% |
| When need arise I will offer to assist even though it was not part of my duty | 12% | 21% | 35% | 17% | 15% |
| I prefer working alone than in a group | 23% | 30% | 28% | 8% | 11% |
| **Mean Score** | **9.6%** | **19.5%** | **25.6%** | **27.6%** | **17.6%** |

**Source:** Study Findings

The indicators of contextual performance represented some behavioral patterns that were necessary to create conducive working environment. They involved behaviors necessary to facilitate team work among employees and innovations and sharing of work related information among employees and this enabled performance improvements. Since the employees of Hyatt hotel indicated to possess them it means their performance was good.

**4.3.7 Findings of the Interview**

The researcher was able to conduct interview to 15 key informants and their response were as follows;

On recruitment and selection the human resource manager made it clear that the candidates had to have experience in hotel and hospitality industry as well as possessing knowledge both in hospitality industry and general knowledge that will give the employee power to interact with people that he or she will be attending to. Understanding of foreign languages other than English is considered as an advantage to the candidate.

The specific objectives for the positions were given to candidates together with the scope of work, line of authority and other work procedures were made available once the candidate have been selected for the position. The timeliness of recruitment and selection process was being considered by the human resource department since immediately after observing a shortage of employees through receiving a request from the head of departments the recruitments process starts and the position is filled. The human resource manager said the following concerning recruitment:

“When employing new staffs for our hotel we prefer those with hotel knowledge from recognized institutions within the country or other institutions outside the country and we normally give priorities to locals, we also considers people with hotel experience or at least someone with the ability to work in cultural diversity in terms of languages is also preferred. Because we are service providers sometimes we do more than hotel services we provide information’s to our guests concerning what to do and places to visit, our employees requires understanding of the general environment and geography of our country so that they may advise our visitor’s.”

Concerning the training methods and focus of training the researcher was able to discuss with the human resource manager who explained the training system, methods used and the purpose of conducting training to employees, the following were said.

“Our employees are being trained on daily basis on the conduct of their work by their supervisors who always check on the quality of their service. We have a training schedule from time to time where a number of employees will be trained by a trainer either from within the hotel or from other hotels. Mostly we train them on the hotel products either new products or existing ones for reminder. We arrange for our staffs to rotate in different departments of the hotel to learn work of other departments and help them to be a team,and then if employee feels that they can move to this department arrangement will be done to move them when necessary.”

On retention efforts the hotel employs a number of programs to ensure that employees rate of attrition is reduced, the key informant said the following:

“Once a person is employed to our hotel we arrange for their induction to introduce them to their colleagues, supervisors, and head of departments and to show them the structure of our hotel and its environments. We believe this will help new employees to familiarize with his work surroundings and other employees. We also provide them with comprehensive list of duties and responsibilities the hotel vision and mission will be explained to employees to make them understand what it means to work with us.”

Another effort was the use of competitive compensation package compared to other hotels and giving employees enough training to make them confident at work. The methods of succession planning used by the hotel include several processes necessary for identifying talented candidates for leadership positions and developing them to be suitable successors. Employees are assessed through observation of individual daily performances and the suitable candidate is natured and mentored to groom the person for future duties. Also the successor will be allowed to attend specific training to facilitate his development as said by the key informant that;

“ For the entire period that an employee is working with us we observe them to find new developments in their performances and attitudes, it is like conducting performance appraisal on daily basis, in doing this we find staffs whose performance is outstanding compared to others and we always consider this individuals for development and we mentor them for taking office in the future when a chance arises to replace those who may retire or the foreigners who may finish their contract and leave the hotel.”

# 4.4 Discussion of the Findings

It is evident from the study that HRP variables identified in several other studies are also present at Hyatt hotel. From the data collected on this study 48.3% of respondents consider succession planning as very important while 36.3% said succession planning is important. In general 84.6% off all respondents agrees with the presence of succession planning at Hyatt hotel and its effect on their performance as Avanesh (2011) and Kowalewski et al (2011) also found in their studies below.

Avanesh (2011) conducted a study on succession planning and its impact on the Organizational performance in the IT sector. The researcher adopted a questionnaire method of collecting data and the results was that the mean percentage of succession planning and Organizational performance in IT consultancy firm is found to be higher than that of It products and the relationship between succession planning and Organizational performance is found to be positive.

Another study was conducted by Kowalewski et al (2011) on succession planning in New York. Data were collected from 25 firms. Objective of the study was to examine succession planning utilized by the 2010 best companies to work for in New York. The result was that 84% of respondents will have succession planning in place in the next three years and this means the Organization are willing to incorporate succession planning with the expectation of experiencing increased employee retention and performance.

On recruitment and selection the study finds that the Hotel considers work experience and hotel knowledge to be factors for employments of individuals as indicated by 54% of respondents are in favor of the two factors on which 43% favored work experience and 11% chose hotel knowledge to be a factor. This means employing people with knowledge and experience helps employees to perform better at work as Gifford (2011) found in his study concerning development of Human Resources he concluded that HRP is used to identify the level of skills required by the Organization for various jobs.

Training and Development like other variables plays an important role in employee’s performance. Hyatt hotel employs its resources in training its employee’s mostly on product training that has 73% of respondents and soft skills training of 15% of respondents were trained. This makes a total of 88% of respondents who have been trained by the Hotel while at work and majority of them are in favor of the training methods used and agrees that their performances have been greatly impacted by the training they receded.

Nassazi (2013) researched on the effects of training on employee performance a case study of telecommunication industries in Uganda as case study. The result indicated that training has a clear effect on the performance of employees. Nestoroska (2014) prepared a scientific paper that was designed to present the advantages of staff training within hospitality sector in the Republic of Macedonia for providing services with higher quality and achieve competitive advantage. The result was that training in hospitality sector is very important for because it can lead to employee development and improved service quality delivering.

Hyatt hotel has employee retention program and 55% of respondents are aware of this. Employee retention is conducted in the form of training and development, employee inductions and provision of comprehensive list of duties and responsibilities upon employment and all these have a positive impact on their performance. Maina (2015) conducted a study on the role of HRP practices on employee performance aiming at analyzing the role of employee retention on performance in Nakuru county in Kenya. The result showed that employee retention positively and moderately affects employee performance.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study focused on the HRP variables and how they affect the performance of employees at Hyatt hotel and therefore the focus of the study is to assess the relationship between HRP variables i.e. retention program, training and development, recruitment and selection and succession planning and they contribute to employee performance. This chapter presents a summary of the study, conclusions, recommendations as well as identifying areas for further research.

5.2 Summary of the Main findings

The study sample size comprised of 75 respondents from Hyatt hotel of which 60 respondents were administered with questionnaires that were attended by 100% since all the questionnaires distributed were collected and the remaining 15 employees were interviewed. 83% of respondents have worked with the hotel for more than three years while 16.6% worked for less than three years. 86% of respondents had the age of between 26 to 40 years and 62% had certificate level of education mostly in hospitality studies.

Human resource planning was assessed using four variables being recruitment and selection, training and development, employee retention and succession planning. Recruitment and selection was assessed by finding out factors necessary for individual to be considered for employment and 72% of respondents mentioned past experience,18% of respondents mentioned knowledge while 10% of respondents mentioned team work. This means 90% of respondents were employed because they had knowledge and past experience in relation to their jobs and this helped them to perform better at their respective positions.

Training and development was assessed using type of training provided and training system used by the hotel. 88% of respondents indicated that they received soft skills and training on hotel products. This shows that the hotel emphasizes more on the providing knowledge concerning various products the hotel is dealing with to its employee in order for them to have an understanding of what they are selling and enable them to give have proper information to give to the customers. Soft skills are also necessary to help employees to have knowledge on how to interact with customers. All this helps employees in their daily work performances because they have the understanding of products and they know how to communicate the products to the customers as a result their performance will improve. Respondents were also satisfied with the training system used by the hotel as 81.6% of respondents rated the system to excellent.

Employee retention was analyzed by finding out the factors that made employees to consider their job meaningful as a result they resolved to stay with the hotel and 68% of respondents consider exposure they get as a result of working in this hotel to be one of the reasons for them to keep working with this hotel. As shown in the demographic findings above, 83% of respondents had worked for more than three years and the more employees are able to stay at one place for a long period the high their level of performance will become because of the chances they are likely to get for training and experiences which will increase their performances.

Succession planning was assessed using the time frame that the hotel uses in grooming the successor and it was established that the hotel uses 2 years to developing of individual as 65% of respondents said that 2 years is enough time. Employee performance was evaluated using6 indicators of task performance and 8 indicators of contextual performance and both were assessed using Likert four choice scales with intervals poor, moderate, good and excellent. The results showed that 80% of respondents are task oriented and they meet performance target as required while 45% of respondents possess the behavioral patterns that are necessary for individual performance. This means the performance of employees of this hotel is positive indicated by mean percentage of 62.5% of both task and contextual performance.

# **5.3 Implications of the Findings**

The study aimed at assessing the relationship between human resources planning and employee’s performance; based on the findings the study had the following implications.

The implication of employee retention is that, the more the hotel is able to retain its employees through various retention programs the higher the level of performance that the hotel will experience. The hotel needs to make sure that employees are retained to reduce the rate of attrition because when employees are leaving the hotel, it loses the skills and experience necessary for its performance which may results in to hotel performance to deteriorate.

On recruitment and selection the results indicated that, as long as the hotel keeps on recruiting people with experience and knowledge the performance will be high but if the hotel recruits people who are not knowledgeable about the hotel industry and have no job experience the hotel performance will decrease. This implies that recruitment factors such as knowledge and experience should be considered all the time when recruiting in order to enable the hotel to maintain its level of performance.

The study established that training and development is another important variable for the employee performance. This implies that the hotel needs to maintain the level of training and development that is given to its employees because of the dependency that employees have in training to improve their performance from time to time as business changes. Failure to do so the hotel may face the problem of having employees whose skills are obsolete and hence having a performance problem.

The implication of succession planning is to heighten the morale of employees which in turns will increase their performances. This implies that succession planning had a positive impact to the general performance and its absence may result in poor performance of employees. The hotel need to maintain the process of succession planning and to ensure that factors for selection of a successor are well known to employees so that it increase the desire for employee to be selected and hence improve their performances. If the hotel ignores succession planning there is a possibility that performance will decrease because employee will not see the basis for them to work hard.

# **5.4 Conclusion**

From the results obtained, the study concludes that there is a positive relationship between HRP and employee performance at Hyatt hotel. By having knowledge and past experience as factors to consider during recruitment and selection the hotel was able to have the right number and quality of employees at the right time which was the main objective of HRP. The methods and type of training provided to employees by the hotel enables the employees to have confidence in their work and this increases their performance.

The succession planning employed by the hotel enables employees to perceive the hotel as a reliable source of employment and this reduces absenteeism rate and increase performance. Lastly, the retention system used helped to make employees understand the structure of the hotel, mission and vision which were necessary for the formulation of objectives, and those objectives formed a basis for individual performance since they understood the hotel goals.

## **5.5 Recommendations**

Based on the findings of the study, the following recommendations were made.

1. The training methods should include off the job training whereby employees will be allowed time to attend training and seminars outside the hotel settings. This will give them chance to meet other hoteliers from different places and be able to exchange ideas, experiences and challenges concerning their work as well as change of environment will boost employee’s morale.
2. The retention program used by the hotel should include more motivational packages in cash and kind such as salary increment for best performers or a visit to another Hyatt hotel outside the country. Also employees may be given one month salary during their leave period. All these may be used to increase employee performance.
3. The system of succession planning should be more clear and methods of choosing a successor needs to be communicated to employees so that they all become aware of what it takes for a person to be selected.
4. On recruitment and selection the hotel should consider employing young people fresh from college because they are more energetic and their willingness to learn is higher than those with past experience.

### **5.6 Limitations of the Study**

Under this section several limitations of the study were discussed and the solutions which were employed to solve the limitations.

1. Time for data collection was a constraint because respondents were not willing to fill the questionnaires on time. This was solved by taking a short leave of seven days from work and uses this time to collect data from respondents through administering of questionnaire and helping them to fill their responses.
2. Funding this study was another limitation. High preparation cost including stationary, transportation, internet charges and some respondents demanded to be paid a small amount for them to attend to questionnaires thus the researcher had organized for funds from friends and family so that to cater for the expenses.
3. It was difficult to interview some of the key informants because the time data was collected was a high season for Hotel and thus employees were very busy to sit for an interview thus it took a lot of time. The researcher resolved into getting the interview done in evening times because the hotel works twenty four hours and during this time there was less movement of visitors compared to morning and day times.

5.7 Suggestion for Further Studies

The study covered a small part of human resources planning and it is possible to widen the scope of the study in order to get a more detailed frame work of HRP. The following suggestions were made for further studies.

1. Study on the impact of employee retention on performance of the hotel to analyze the effects of compensation, job satisfaction and leadership skills on performance. This will help the hotel to understand other factors apart from employee’s induction and training that may help the hotel to reduce the rate of attrition and thus secure the level of skills that the hotel has.
2. A study on the factors that influence the choice of training methods in hotel industry to establish the effect of cost, time and number of people to be trained on the choice of training methods. This study will help the hotel to select the most efficient method to train its employees but at the same time enable it to choose a medium that will effectively pass knowledge and skills based on the level of employees understanding.
3. Study on the relationship between succession planning and employee motivation in hotel. This will help the hotel to establish on the ability that succession planning has in motivating employees and therefore to improve their performances.

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**APPENDICES**

**Appendix 1: Questionnaires to Employees**

Dear respondent, this study is about assessing the relationship between Organization Planning and Employee Performance. Please spare few minutes of your busy schedule to fill this questionnaire. Your honest and sincere responses will be highly appreciated and shall be treated with utmost confidentiality. The information you give will be used for academic purposes only.

**Part A: General Questions:**

For demographic profiling purpose.

1: Gender (Tick the appropriate box)

1. Male ( )
2. Female ( )

2: Age (Tick appropriate box)

1. 18 – 25 ( )
2. 26 - 30 ( )
3. 31 - 35 ( )
4. 36 - 40 ( )
5. 40 and above ( )

3: Level of Education (Tick appropriate box)

1. Secondary education ( )
2. Certificate ( )
3. Diploma ( )
4. Advance Diploma ( )
5. Degree ( )
6. Masters ( )
7. Others (Specify)………………………………

4: How long have you worked with this Hotel (Tick appropriate box)

1. Less than 3 years ( )
2. 3 to 6 years ( )
3. 7 to 10 years ( )
4. More than 10 years ( )

**PART B: SPECIFIC INFORMATION ON HUMAN RESOURCE PLANNING**

5: Does your employer make any retention efforts?

…………………………………………………………………………………………

6: What would make your work more meaningful and satisfying ?

…………………………………………………………………..

………………………………………………………………….

7: What kind of training is given to you?

1. Soft skills training ( )
2. Technical training ( )
3. Product training ( )
4. All the above ( )

8: What is your opinion about present training system?

1. Excellent ( )
2. Good ( )
3. Average ( )
4. Below average ( )

9: What is the most important quality the Hotel looks for in a candidate?

1. Knowledge ( )
2. Past experience ( )
3. Team work ability ( )
4. Others (specify) ……………….................................................................

10: Do you feel that it is important to have a succession planning procedures in this Hotel?

1. Very important ( )
2. Important ( )
3. Somewhat important ( )
4. Not important at all ( )

11: How long do you think should be the development period for potential successors?

1. 1 – 2 years ( )
2. 2 – 3 years ( )
3. 3 years and more ( )

**PART C: SPECIFIC INFORMATION ON TASK PERFORMANCE**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Bad | Poor | Moderate | Good | Excellent |
| I meet all the formal performance requirements of my job |  |  |  |  |  |
| I have all the working tools required for my job |  |  |  |  |  |
| I attend training time to time to improve my skills |  |  |  |  |  |
| The scope of my work is according to my job description |  |  |  |  |  |
| I always get help from supervisor and colleagues when needed |  |  |  |  |  |
| Information concerning my job is always given early enough. |  |  |  |  |  |

**PART D: SPECIFIC QUESTIONS ON CONTEXTUAL PERFORMANCE**

Put (V) against each statement choosing among completely dis agree, dis agree, not sure, agree and completely agree.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Bad | Poor | Moderate | Good | Excellent |
| I tried to create a cheerful atmosphere at work place |  |  |  |  |  |
| I participated regularly to events that lead to team bonding |  |  |  |  |  |
| I took feedback on my work from co-workers |  |  |  |  |  |
| I helped co – workers on issues other than their work |  |  |  |  |  |
| I had some instances of dis agreement with my supervisor |  |  |  |  |  |
| I constantly search out new working methods to improve my work. |  |  |  |  |  |
| When need arise, I will offer to assist even though it was not part of my duty, |  |  |  |  |  |
| I prefer working alone than being in a group |  |  |  |  |  |

## Appendix 2: Interview Guide/Questions for Managers

1. Does the Hotel clearly define the position objectives, requirements and candidate specifications in the recruitment process?
2. Is the Hotel doing timeliness recruitment and selection process?
3. What kind of training method does the Hotel use to train the employee and how often is employee training conducted?
4. Does training focus on developing teamwork among employees?
5. Is there a retention program in place that the Hotel use?
6. What type of succession methods are applied in this Hotel?