

**THE EFFECT OF HUMAN RESOURCE PLANNING ON ORGANIZATIONAL
PERFORMANCE: A CASE OF THE MINISTRY OF HEALTH HEADQUARTERS
KAMPALA**

ESTHER NABWIRE

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**UGANDA CHRISTIAN
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DEDICATION

I dedicate this piece of work to my dearest brothers and sisters, my dad and beloved mother who have really supported me to see that I reach this far and finally complete with my research Dissertation for all this period and to all who helped me when I was stuck my friends and academic supervisor due to the love and care.

APPROVAL

This is to certify the ingenuity of Nabwire Esther's work, currently a third-year student at Uganda Christian university pursuing a Bachelor's degree in Human resource management and that this research report has been done with my guidance and supervision and ready for submission.

Signature



Date: 16th September, 2024

MUGANGA CHRISTOPHER

(Supervisor)

DECLARATION

I Nabwire Esther a student of human resource management, hereby declare that this research report submitted has been carried out by me under the guidance of my supervisor and has not been submitted anywhere.

Signature..........

Date.....17th September, 2024.....

NABWIRE ESTHER

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LIST OF ACRONYMS

HRP – Human resource planning

HRH – Human Resource for Health

MOH – Ministry of Health

HRM – Human Resource Management

RBV – Resource Based View

ABSTRACT

Human resource planning (HRP) plays a critical role in shaping the organizational performance by aligning workforce capabilities with strategic objectives. The study examines the impact of HRP on the organizational performance within the Ministry of Health Headquarters in Kampala. By employing a mixed-methods approach which included quantitative surveys and qualitative interviews, the research evaluates how strategic HRP initiatives influence key performance metrics such as employee productivity, operational efficiency, and service delivery. The study identifies specific HRP practices such as workforce forecasting, skills development, and succession planning that significantly affect organizational outcomes. Findings indicate that effective HRP contributes to enhanced performance by ensuring optimal staffing levels, improving employee satisfaction, and fostering a proactive approach to human capital management. The results underscore the importance of integrating HRP with broader organizational strategies to achieve improved health service delivery and operational excellence. The implications of this study provide valuable insights for policy makers and HR professionals aiming to leverage HRP as a tool for organizational success in the public sector.

CHAPTER ONE

INTRODUCTION

1.1. Background to the Study

Globally, it is widely recognized that effective Human Resource Management (HRM) can provide organizations with a significant competitive advantage (Gupta & Govindarajan, 2001). Many organizations credit their success to effective HRM practices (Orbole, 2016). HRM encompasses strategies, policies, procedures, and practices aimed at enhancing an organization's human resources (Inyang, 2011). It involves a unique approach to managing employees to achieve organizational objectives by leveraging skilled and motivated staff, integrating various cultural, organizational, and personnel techniques (Huselid, 2000). Elnaga and Imran (2013) emphasize that employees are a crucial resource that can influence the corporate image and ultimately determine an organization's success or failure. Effective HRM allows managers to plan and recruit skilled employees while helping staff find meaningful work and career development opportunities. The primary goal of HRM is to boost the employee performance and improve overall organizational performance through investment in human resources (Craft, 2000). This is achieved through functions such as workforce planning, acquiring and developing employees, motivating them, and maintaining high performance standards. Human Resource Planning (HRP) is therefore a vital component of HR practice (Dienemann, 2005), aiming to ensure a suitable workforce is available to enhance organizational performance (Mathias, 2003). HRP involves projecting future workforce needs, reviewing current human resource requirements, and planning to address any anticipated gaps (Green & Downes, 2005). Reilly (2003) notes that HRP helps organizations estimate labor needs and identify sources to meet those needs.

HRP is utilized across both private and public sectors worldwide, despite variations in strategies and practices (Delaney, 2000). Since the mid-1990s, there has been an increased recognition of HRP as a strategic HRM function (Seonghee, 2005). HRP's role in forecasting human resource needs and achieving organizational goals has gained significant attention in HRM research (Jacobson, 2010; Campbell, 2000).

In public organizations, shifts in workforce demographics have underscored the need for effective HRP strategies, policies, and practices. In many African nations, including Uganda, the urgency for HRP emerged after independence as governments aimed to drive socio-economic development. For instance, Mozambique recognized the need for reform in its public sector to enhance responsiveness to national objectives and improve service delivery (Green & Downes, 2005). Similarly, Rwanda developed a strategic plan to address human resource needs in the health sector (Motsomi, 2008). Ghana and South Africa implemented various measures to address bloated civil services, including codes of conduct, specialized training schemes, and new frameworks for managing personnel (Guidelines on Staffing, Republic of Ghana, 2003; Frye, 2004).

In Uganda, the public sector has expanded significantly, from 63,000 employees in 1963 to approximately 354,250 currently (UNBS, 2016). This rapid growth led to over-employment and a bloated civil service, highlighting the need for institutionalized HRP as part of civil service reforms. Guidelines have been established for developing strategic human resource plans to regulate recruitment, address staff stagnation, and link staff development to career progression (Republic of Uganda, 2006; MSPS 2A/ (35, 2010)). The Human Resource Development Policy (GOK, 2015) mandates MDAs to maintain skills inventories to identify and address competency gaps, aiming to enhance organizational performance.

The Ministry of Health, as a key MDA, implements effective HRP to improve service delivery in alignment with the Uganda Vision 2040 (GoK, 2008). The National government formulates policies, including HRH policies, which are implemented at both national and county levels. Effective HRP in the Ministry of Health will ensure proper alignment of structures, personnel, and development goals (Uganda Health Policy, 2015-2017). Research indicates that HRP significantly impacts organizational performance (Busienei, 2013). This study aims to assess the impact of HRP on organizational performance within the Ministry of Health.

1.2. The statement of the Research Problem

There is a general indication that regardless of the importance of HR in encouraging better public services delivery, HRP is accorded a peripheral status and is rarely used in strategic decision making. According to Collins (2007), there are minute fractions of effective application

of HRP processes in the public sector. HRP is rare in the civil service according to Schuleret (2000). This lethargic attitude towards HRP is due to organizations not having acknowledgement of: the impending worth of the inclusivity of critical employee data; lack of skill data base or competencies to support HRP; and HRP not to be recognized as a main concern of HRM (Delaney, 2000). In spite of the recognized importance of HRP, the Ministry of Health in Uganda continues to face challenges normally associated with poor or ineffective implementation of HRP. The challenges include; rising costs due to a bloated wage bill; lack of continuity due to poor succession planning; employee stagnation in one grade for long periods of time; severe scarcity of critical skilled workers due to incapability to draw and keep employees (employee attraction and retention); deprived and irregular payment of allowances; meagre operational circumstances; insufficient necessary equipment, medicinal and other supplies; uneven allocation of workers; unhonoured CBAs; deteriorating output; low work motivation, staff unrest in the service (Uganda Health Policy (2015-2017)). According to staff projections by MOH, USAID and Uganda (2016), improved recruitment for key medical staff by the year 2030 is needed. Projections from Public Health Division indicated that there were 4,678 workers against a required number of 25,933 country wide, which left a huge gap of 21,255 for the year 2017/2018 (Uganda Health Policy (2017-2018)).

The shortage of staff and a lack of crucial skills and competencies by the staff to perform the Ministry's service delivery effectively are key challenges. There has been frequent unrest amongst the staff that leads to poor service delivery. Despite its importance, however, studies encompassing the impact of HRP on performance in Uganda have been restricted to only a very small number. Generally, according to craft, 2000, there is a shortage. There is, therefore, a need to undertake a detailed study to bring out the presence of HRP practices that have impacted performance, specifically in MOH, Uganda.

1.3. Purpose of the study.

The purpose of the study was to investigate the process of human resource planning and its influence to the organizational performance of health sectors in Uganda.

1.4. Specific objectives of the study

1. The need to examine the relationship between human resource planning and organizational performance in the ministry of Health in Uganda.
2. To assess the extent to which human resource planning influences employee engagement, productivity and retention in the Ministry of Health.
3. To identify the key human resource planning practices (e.g. workforce analysis, succession planning, training needs assessment) that are most strongly associated with improved organizational performance.
4. To evaluate the impact of human resource planning on health outcomes in Uganda.
5. To provide recommendations for strengthening human resource planning in the ministry of health to enhance organizational performance.

1.5. Research Questions.

1. What is the current state of human resource planning in ministry of Health in Uganda and how does it align with the organization's strategic objectives?
2. How does human resource planning influence employee engagement, productivity and retention in the ministry of health?
3. Which specific human resource planning practices (e.g. workforce analysis, succession planning, training needs assessment) are most strongly associated with improved organizational performance in the ministry of health?
4. To what extent does human resource planning impact health outcomes in Uganda, particularly in terms of healthcare quality, accessibility and patient satisfaction?

1.6 Geographical and time scope of the study.

The study was conducted at Ministry of Health in Kampala at plot 6 Lourdel road in the wandegeya neighborhood, Kampala Central Division.

1.7 Justification of the Study

The study is crucial to both policy development and academic research. For Human Resource practitioners and line managers at the Ministry of Health (MOH), the findings of the study offer guidance for creating effective human resource policies and practices. It supports the alignment

of labor supply with projected needs, based on organizational strategies. The recommendations provided can help the MOH address succession management issues, maintain appropriate staffing levels, and ensure that key roles are always filled with individuals possessing the necessary skills and competencies. Academically, this research contributes to existing HRM knowledge and serves as a valuable resource for other researchers in the field. As no similar studies have been conducted within the MOH regarding HR planning, this research can also serve as a foundation for future investigations.

1.8 Scope of the Study

Under the 2010 Constitution of Uganda, health service delivery responsibilities were transferred to County Governments, while the National Government retained roles related to policy and guideline formulation. The study is centered on the MOH headquarters in Kampala, covering the period from 2005 to 2015, which includes both pre- and post-constitution changes and the subsequent shift in health service delivery. Despite the decentralization of health services to regional and county levels, the headquarters remains responsible for centralized HR planning. This study specifically examines staff within the MOH headquarters, including top management, middle and lower-level managers, and support staff involved in both mainstream and project-specific roles.

1.9. Definition and Operationalization of Key Concepts

Demand Forecasting: This involves estimating future workforce needs in terms of quantity and quality, based on past and present data (Reilly, 2003; Seonghee, 2005). It encompasses predicting future demands for an organization by considering both controllable and uncontrollable factors (Griffins, 2006). In this study, demand forecasting pertains to predicting future manpower requirements for the Ministry of Health, focusing on necessary skills and competencies.

Human Resources for Health (HRH): This term refers to managing the health sector workforce to meet a country's health objectives (Griffins, 2006). HRH involves the personnel engaged in health sector activities (WHO, 2008). In this study, HRH is defined as the crucial manpower needed to improve worker productivity and enhance health service delivery.

Human Resource Planning (HRP): HRP is the process of determining current and future workforce needs to achieve organizational goals (Reilly, 2003; Ghazala & Habib, 2012). This study will use Reilly's definition, focusing on forecasting both the supply and demand for labor within an organization.

Organizational Performance: This includes the actual output and productivity of an organization compared to its goals (Shirey, 2008). For the Ministry of Health, which is not a profit-oriented entity, performance is evaluated through staff appraisals, performance contracts, strategic plans, and customer satisfaction surveys to measure how well the organization meets its objectives.

Succession Planning: This strategy involves preparing for the future by developing employees to ensure key positions remain filled, supporting organizational stability and goal achievement (Ghazala & Habib, 2012; Kossen, 2001). In this study, succession planning is viewed as an ongoing process of developing employee skills through training to ensure a smooth transition into key roles.

Employee Engagement: This refers to the emotional commitment and dedication an employee has towards their organization and its goals. In this study, employee engagement involves understanding HRM practices that enhance employee morale, such as proper compensation, training opportunities, career advancement, adequate tools, and a supportive work environment. Engaged employees are emotionally invested in their work, leading to higher levels of productivity, creativity and loyalty.

Supply Forecasting: This involves estimating future workforce availability and needs, considering both internal and external factors (Coonan, 2005). In this study, HR supply forecasting is the process of evaluating current human resource availability and projecting future requirements to maintain optimal staffing levels.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter reviewed literature of previous researches related to the study topic. It was organized according to the objectives of the study and has the following sub-sections: the concept of HRP, aligning HRP to organizational strategic goals; succession management plans; and impact of HRP on performance of the organization.

2.2. The Concept of HRP

Globalization, competition, advancements in information technology, innovations, and evolving market and consumer trends significantly impact labor supply. This underscores the importance of effective Human Resource Planning (HRP) practices. HRP is crucial for forecasting future HR demands and supplies, ensuring organizations maintain optimal staffing levels. According to Gilley and Maycunich (2000), HRP involves ensuring the organization has a sufficient number of employees with the appropriate skills, strategically placed according to their expertise. Cascio (2005) highlights HRP as an organization's effort to anticipate future business needs and environmental demands, and to provide competent personnel to meet these requirements. HRP, a key component of Human Resource Management (HRM), identifies workforce needs and develops strategies and initiatives to fulfill them. This includes job analysis, crafting job descriptions and specifications, and creating career progression plans for employee advancement (Gilley & Maycunich, 2000). Kwak, McCarthy, and Parker (2007) emphasize that HRP aims to secure the right quantity and quality of skilled workers necessary for an organization to achieve its objectives.

The primary goal of Human Resource Planning (HRP) within Human Resource Management (HRM) is to enhance employee competitiveness and optimize performance throughout the organization (Gilley & Maycunich, 2000). Neglecting HRP can jeopardize an organization's future success. Research by Ngui et al. (2014) on employee resourcing strategies in Ugandan commercial banks found that these strategies significantly improve performance. The study also highlighted a positive link between strategic employee resourcing and employee performance,

recommending that banks develop and document HRP strategies to boost both employee and organizational performance. Similarly, Katua et al. (2014) noted that HRP strategies could enhance a firm's performance and recommended that companies create and document HRP strategies to improve overall performance. Despite recognizing the crucial role of HRP practices, this has not been thoroughly examined in the context of Ugandan County Governments (Katua et al., 2014). According to a report by the Institute of Economic Affairs (IEA, 2010), factors such as workforce quality, the right mix of managerial and technical support staff, and manpower issues significantly impact organizational productivity. The report also points out that a National Manpower Survey (NMS) is vital for developing effective labor market policies (IEA, 2010). Additionally, research by Kavoo-Linge & Kiruri (2013) on placement practices in Uganda's IT sector suggests that a well-executed induction process can boost employee confidence and performance, providing a competitive edge in attracting and retaining skilled staff. Ethical challenges related to HRM in Uganda often include difficulties in attracting and retaining qualified personnel.

2.3. Aligning Human Resource Planning to Organizational Strategic goals

Like every organization, it is expected to undertake development of a strategic plan that would help it successfully achieve its goals and objectives. Strategic planning entails the identification of the organization's long term goals and objectives as well as providing the means to realize them (Woodhall, 2006).

For an organization to achieve its strategic goals, there is need for resources which fall into three main categories namely technology, finance, and people. It will, therefore, be incumbent on HRP to work out the number and categories that will be needed by the organization if it is to successfully realize its mandate.

HRP can be defined as a process to identify current as well as future needs the employees to allow the organization achieve its goals. It is significant for any organization to integrate its HRP with its organizational objectives and goals because recruiting the wrong staff or failure to anticipate changes in hiring needs may be costly in the long term. HRP ensures that an organization's workforce has the required talent and competencies, thereby enabling the achievement of goals. In this light, linking of HRP to strategic goals of an organization ensures

that the workforce develops appropriate expertise and competencies needed by the organization to achieve its goals. HRP, therefore, acts to connect HRM with the strategic management of the organization. According to Reilly, 2003, HRP enable organizational approximation of the required workforce. It evaluates the extent, character, and basis on which supply is fundamentally necessary for the demand of the organization as well as the desired practice.

According to the Ministerial Strategic and Investment Plan (MSIP) report by MOH for the period between July 2014-June2018, there are major health challenges facing Uganda health sectors such as; high maternal deaths, high neonatal and child mortality rates arising from preventable conditions, lifestyle related diseases (emerging and re-emerging diseases such as High blood pressure and Diabetes), Cancer, high number of new HIV infections, risk of Ebola and Marbug. Also poverty is still a major challenge affecting many people. Lack or limited resources which include health workers, ineffective utilization of the scarce resources coupled with weak regulatory systems have greatly constrained the health sector from effectively responding to the challenges. According to a circular ref. **MPYG/DPSM/HRM/4/1/1VolIII/123 dated 24th July 2017**, On July 24, 2017, a directive was issued to all Ministries and Government Departments to integrate Human Resource Planning (HRP) into their Medium Term Plan (MTP III), Annual Work Plans, and Performance Contracts. Recognizing the importance of addressing human resource needs in the Health Sector, Uganda has implemented the Human Resources for Health Strategy at both national and county levels. This initiative, carried out in collaboration with various stakeholders, aims to strengthen HRH and improve the quality of health services. While the significance of HRP in enhancing organizational performance is clear, it has not been thoroughly examined in the Ugandan context. Although strategic planning and HRP are both critical, they are often considered separately. The study aims at bridging the gap by integrating the two to achieve organizational goals and boost performance. Meeting strategic objectives requires the right HR, which necessitates careful planning. Embracing HRP helps avoid the pitfalls of hiring unsuitable employees, which can negatively impact the organization. Anticipating hiring needs is crucial, as missteps in this area can be costly. Aligning HRP with strategic goals ensures employees possess the necessary skills and knowledge to meet these goals (Ghazala & Habib, 2012). Additionally, HRP facilitates effective staff planning, including recruitment and hiring strategies. Research indicates that HRP can help identify current and future manpower needs, leading to better organizational performance (Gupta, 2008). It serves as

a crucial link between HRM functions and the achievement of organizational objectives. According to Reilly (2003), HRP practices help organizations forecast labor demand and assess the size, nature, and sources of supply needed to meet that demand. Key HRP practices include strategies for employee retention, managing absences, enhancing flexibility, talent management, and recruitment and selection (Reilly, 2003).

2.4. Role of Human Resource Planning in Ensuring Optimal Staffing

Woodhull (2006) describes HR demand forecasting as estimating future staffing needs based on quantity and quality, aligned with the organization's plans, typically on an annual basis. To determine human resource needs, firms must forecast demand to cover numbers, composition, competencies, and productivity levels (Ghazala & Habib, 2012). Once manpower gaps are identified, organizations develop plans to address these gaps (Griffins, 2006).

Supply forecasting, as defined by Reilly (2003), involves approximating the availability of the workforce needed to meet HR demand. This process determines where to find the necessary workers with the right skills and knowledge (Kwon, 2009). It also helps in setting hiring criteria and assessing whether future workforce supplies will meet HR demands (Mutua et al., 2012). Kavoo (2013) highlights the importance of evaluating both internal and external workforce sources. Schuler (2000) agrees, noting that supply forecasting involves a careful examination of potential HR suppliers. Optimizing staffing levels involves balancing supply and demand, addressing any shortages or surpluses (Wright & Gardner, 2003). Identifying gaps through this comparison allows organizations to address shortfalls with hiring or to manage excesses through layoffs or reassignments (Armstrong, 2006). Wright & Gardner (2003) emphasize that this optimization is a key HRP goal.

To address these needs, organizations should consider both internal recruitment and external hiring. It is crucial to implement practices that enhance employee competitiveness to match the organization's demand and supply projections. This includes reviewing and updating training and development strategies to align with the evolving HR landscape (Griffins, 2006). Given that educational systems may not always meet the precise skill requirements of current and future jobs, organizations need to engage in HRP to bridge this gap.

In the context of the Ministry of Health (MOH), staffing issues have led to imbalances, with some areas facing shortages while others are overstaffed. The government must align workforce distribution with the needs of different regions, taking into account the capacity of facilities and the number of workers required, as outlined in the NHRH Strategy (2017). Ensuring sufficient staffing involves considering skills, numbers, and capabilities needed to fulfill MOH's mandate. This study aims to explore how HRP can optimize staffing levels within the MOH to improve its performance.

2.5. The role of Human Resource Planning on Employee Engagement

Armstrong and Taylor (2014) define employee engagement as the drive for individuals to perform at their best to achieve set goals. Motivation plays a crucial role in both attracting and retaining staff (Armstrong, 2012). Mackay (2006) and Nel (2015) emphasize that understanding what motivates employees is critical, as it influences their performance. Well-compensated employees who have opportunities for advancement, proper tools, training, and a supportive work environment are generally more motivated. Stone (2013) highlights that effective employee motivation can lead to increased productivity, improved satisfaction for both employees and customers, and a competitive edge in the market.

Sharma (2006) points out that engaged employees are essential to an organization's success, leading to better performance. Barling (2003) supports this by noting that HR practices, particularly HR planning, significantly affect job satisfaction and organizational efficiency. Delaney and Huselid (2000) found a notable link between various HR practices such as skill development, motivation, and work structure and organizational performance. They observed that advanced HR practices like selective hiring, training, and incentives positively impact human resource planning perceptions.

Given that training and development are key motivational factors, it is important to review and assess current training approaches, especially within HR Planning in the Ministry of Health. As the HRH environment evolves rapidly, it is crucial to equip health workers both new and existing with the skills to adapt to changes in processes, technology, and responsibilities. Effective capacity development involves identifying specific needs, setting clear objectives, and implementing programs to enhance service delivery (Griffins, 2006). Most research on

motivation focuses on private sector organizations, highlighting a need for studies in public institutions. This research aims to address the gap in understanding how HR Planning can motivate employees and improve overall organizational performance.

2.6. The role of HRP Succession Planning

Succession planning, a key aspect of HR Planning, involves strategically developing and promoting employees to ensure continuity and retention in critical roles. This process helps maintain a systematic approach to filling important positions and adapting to organizational needs. The goal is to identify crucial roles, develop talent, and build a skilled team to meet competency requirements. As part of broader Human Resource Planning (HRP), succession planning addresses issues such as an aging workforce, high turnover rates, talent shortages, and other capability gaps.

Effective succession planning requires strong support from top management, who must define the skills needed for the organization. The HR department plays a crucial role in managing this process, and ongoing employee development is essential for nurturing future leaders. This is particularly important in the healthcare sector, where a shortage of skilled professionals has increased demand for services.

Githua (2006) researched HRP in private hospitals in Kampala and found that while these hospitals aligned their HRP needs with corporate objectives, they faced challenges such as difficulty forecasting due to a dynamic environment and weak HR units. Kariuki (2008) examined HRP challenges in Ugandan airlines and found that, despite prioritizing employee attraction and retention, airlines struggled with dynamic work environments and employee poaching.

This study aims to address the gaps identified in previous research by focusing on factors like authorized staff levels, succession plans, and mentorship programs. By exploring these areas, the study will offer insights into enhancing succession planning in the health sector, helping HR managers in the Ministry of Health ensure timely filling of key positions and improving service delivery.

2.7. Human Resource Planning and Organizational Performance

Organizational performance refers to the measurable output achieved by an organization compared to its planned objectives (Shirey, 2008). Organizations that effectively implement Human Resource Planning (HRP) often see improved results compared to those that do not, due to the structured HRP processes that enhance goal attainment (David, 2001). HRP provides a framework for management and organizational actions, guiding decision-making and helping to set clear goals and objectives, which are crucial for evaluating performance (Shirey, 2008; Green & Downes, 2005; Arasa & K'Obonyo, 2012).

According to Boxall (2000), HRP helps organizations chart a path towards their goals, thereby directing employees on the appropriate course of action. HRP also influences recruitment and selection strategies by applying a systematic, rational approach. It identifies organizational opportunities and risks, facilitating informed decision-making and consistent performance (Wernerfelt, 1984). Furthermore, HRP supports the development and training of employees, ensuring they acquire the skills and knowledge necessary for the organization (Becker & Gerhart, 1996). Dienemann (2005) suggested that HRP can also drive employee transformation, although its effectiveness depends on how well leadership aligns future needs with strategic planning (Campbell, 2000).

However, challenges can arise in creating accurate forecasts, particularly in unstable environments where short-term factors dominate staffing decisions. Seonghee (2000) argued that inadequate HRP can hinder an organization's ability to meet its goals, while Delaney (2000) emphasized the importance of motivational structures and effective organizational systems in enhancing performance. Despite the importance of HRP, there is a need for more comprehensive research on its impact on performance, particularly in the health sector, as most studies have been conducted in Europe (Griffins, 2006). In Uganda, while research has explored strategic planning and performance across various sectors (Chemwei, Leboo, & Koech, 2014; Kinyanjui & Juma, 2014; Kanyora & Okello, 2015), there is a notable lack of studies focusing specifically on the effects of HRP on organizational performance in the public sector. This study aims to address this gap.

2.8. Theoretical Framework/Conceptual Framework

The researcher used the Resource Based View theory (RBV) and Human capital theory as they were the most appropriate as most empirical studies have heavily relied on them as their baseline theories while discussing human resource planning in relation to organizational performance (Fleetwood & Hesketh, 2008).

2.9. Resource Based View Theory

The Resource-Based View (RBV) posits that a firm achieves competitive advantage by leveraging its internal resources to capitalize on opportunities and mitigate threats. Proponents of this theory argue that organizational performance largely hinges on the resources available within the firm. Resources are categorized into physical, human, and organizational assets (Selzinick & Recardo, 2007). Human resources include the workforce, training, experience, intelligence, skills, competencies, and unique abilities. According to RBV, human resources are critical internal assets that, when effectively utilized, can provide a competitive edge, particularly relevant to the Ministry of Health (MOH) in this context.

The theory suggests that possessing rare and valuable resources that are hard to replicate can lead to a competitive advantage (Takeuchi, 2007). In terms of human resources, employees contribute to building a pool of human capital, fostering behaviors that enhance competitive positioning (Boxall & Steeneveld, 2001). Effective human resource planning (HRP) is essential for determining the future workforce needs and ensuring the right number of skilled workers are available to support development. Accessibility forecasting helps organizations assess the number of qualified workers they can attract and hire. HRP is crucial for understanding hiring and retention options, ensuring that the organization is well-positioned with the appropriate talent to boost performance.

For global competitiveness, organizations must develop strategic plans to become attractive employers. HRP helps firms understand the job market and address performance gaps by organizing and utilizing their human resources effectively. In this study, HRP will aid MOH's top managers in aligning worker skills with performance goals. By leveraging HRP, MOH can better attract, develop, and retain qualified staff, gaining a competitive advantage over other firms

ving for similar talent. This approach will help prevent employee turnover, minimize brain drain, and address potential employee dissatisfaction.

2.10. Human Capital Theory

The theory of human capital focuses on evaluating the workforce to understand employees' skills and productivity, which is crucial for maintaining an effective and efficient team. Since gaining experience and skills can be time-consuming, it is essential to nurture human capital to improve performance (Green, 2008). Human capital refers to the creativity and skills that employees bring to an organization (Kwon, 2009). Collins (2007) suggests that having the right human capital involves gradually assembling a suitable team of employees. According to Delaney (2000), human capital emphasizes the importance of viewing employees as integral to the organization, capable of adding significant value (Delaney, 2000). This study will use this theory to evaluate employee skills, identify gaps, and align them for improved performance.

Green (2005) posits that organizations can build human capital through two main approaches: hiring the right people and investing in their training and education to enhance performance. This approach ensures that the workforce is both available and well-prepared to deliver quality service. The human capital theory views employees as creators who develop skills, knowledge, and competencies essential for their roles and personal growth (Craft, 2000). Employee empowerment and possession of necessary skills and knowledge can lead to improved service delivery (Woodhall, 2001). In the realm of HRP and practice, this theory is particularly relevant as it supports the importance of attracting and retaining employees with the right skills, knowledge, and competencies.

2.11. Conceptual Framework

In this research, Human Resource Planning (HRP) is the independent variable, which is evaluated through indicators such as aligning HR plans with the organization's strategic objectives, ensuring that goals align with anticipated outcomes, forecasting staff requirements to address gaps, optimizing staffing levels, and succession planning. Effective HRP necessitates a streamlined recruitment strategy, maintaining optimal staffing levels, having a skilled workforce, efficient employee utilization, and comprehensive succession planning. When HRP aligns with organizational goals, it connects HR management with organizational performance. Forecasting

helps in estimating future HR needs, ensuring the right type and number of workers. Proper staffing levels ensure that individuals are suitably placed according to their skills, while succession planning involves training employees for future key roles. Organizational performance is the dependent variable, which is measured by high performance, effectiveness, goal attainment, and quality services. Effective HRP significantly impacts organizational objectives such as providing responsive healthcare services, ensuring availability of medicine and qualified staff, achieving set goals, boosting employee productivity, utilizing resources efficiently, and enhancing customer satisfaction.

2.12. Research Hypotheses

The study advanced the following four (3) hypotheses

H1: There is a significant positive relationship between human resource planning and organizational performance in the MOH in Uganda.

H2: Human resource planning significantly improves employee motivation, productivity and retention in the MOH.

H3: Healthcare facilities with effective human resource planning have significantly better organizational performance compared to those without in Uganda.

CHAPTER THREE

METHODOLOGY OF THE STUDY

3.1 Introduction

This chapter details the methodology and procedures employed in conducting this study. It covers the descriptions of the research design, target population, sampling techniques, sample size, data collection and data analysis.

3.2 Research Design

The research adopted a cross-sectional design where data collection would be undertaken at a particular point in time, and there was no manipulation of variables. This applies because it is used to prove and /or disprove an assumption. It is an affordable means to implement it and was feasible within the period of the research. Another advantage is that numerous variables and results can be examined for developing new theories.

3.3 Target Population

The target population included all employees from MOH Headquarter, Kampala. The population was stratified into top management, middle level management and other staff from the support services.

The purposive sampling approach has thus been used in selecting the sample. For the purpose of

3.4 Sampling Technique and Sample Size

Securing a desired representation, respondents were clustered into three groups comprising top managers, middle managers, and support staff. Inside these clusters were different cadres of officers like doctors, nurses, HR practitioners, and other categories of staff. Table 3.1 indicates the actual population and sample size.

Table 3.1: Sample Size

Structure	Actual Population	Sample
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Top Managers	30	15
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Middle Level Managers 120 50

Other Support Staff 150 27

Total 300 92

3.5. Data Collection Procedures

Using a questionnaire designed by the researcher, primary data for the study was gathered with questions aligned in the study's objectives. The data collected was qualitative in nature and employed a Likert scale format. The questionnaires, which included closed-ended questions, were distributed to personnel in Kampala and later retrieved. To increase response rates, the researcher conducted follow-ups through personal visits, phone calls, and emails.

3.6. Data Reliability Statistics

Reliability refers to the degree to which a research instrument produces consistent results across multiple trials (Mugenda and Mugenda, 2003). To evaluate data reliability in this study, questionnaires were initially administered to nine participants from each of the three categories as part of a pilot test. Cronbach's Alpha coefficient was utilized to measure the internal consistency of the items within the research instrument. The resulting coefficient was 0.861, which exceeds the acceptable threshold of 0.6.

3.7. Data Validity

Validity refers to the extent to which the results obtained from data analysis accurately reflect the issue being examined. An instrument should ideally measure what it is intended to with accuracy (Bridget & Lewin, 2005). There are different types of validity, including face validity, criterion validity, content validity, and construct validity. In this study, quality control and face validity were prioritized during the development of the instrument. This was achieved through insights gained during the proposal defense and the guidance provided by the supervisor, which enhanced the instrument's effectiveness.

3.8. Data Analysis

The researcher made sure that all returned questionnaires were fully completed. The collected data was coded for precision and analyzed accordingly. It was organized into various thematic categories. Statistical analysis was performed using the Statistical Package for Social Sciences (SPSS). Qualitative data was examined based on thematic areas relevant to the study variables, while quantitative data was summarized using percentages, means, and frequencies. The findings were illustrated through pie charts, tables, and graphs.

CHAPTER FOUR

ANALYSIS, FINDINGS AND DISCUSSION

4.1. Introduction

This chapter details analysis, presentation as well as interpretation of the findings of the study.

The results are presented in line with the objectives of the study which were: to determine the extent to which aligning HRP to the ministry's strategic goals impact the MOH performance; to assess the impact of optimal staffing on the MOH performance; to establish how employee motivation impacts the MOH performance; and to generally ascertain the overall impact of HRP on organizational performance at the MOH.

4.2. Response Rate

Out of a total of 92 questionnaires that were administered, 46 were returned.

Table 4.1 indicates the response rate which was 50%. This percentage was therefore fair and representative. Mugenda and Mugenda (2003) stipulate that a response rate of 50% is adequate for analysis and reporting.

Table 4.1: Response Rate

Questionnaires	Frequency	Percentage (%)
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Distributed	92	100
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Returned	46	50
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Source: Field data

4.3. Demographic Information of the Respondents

This section analyses demographic data of the respondents and was intended to establish certain attributes like age, gender, years of experience and level of education. Demographic information breaks down the overall survey response data into meaningful groups of respondents for

purposes of prudent decision making. Analysis of demographics enables the researcher to get a feel of the characteristics of the respondents.

Descriptive Statistics

1. Demographic characteristics of the respondents;
 - Age: Mean= 35.6 years, SD =8.2
 - Gender: female =55.6%, Male =44.45%
 - Education level: Bachelor's degree= 60.2%, Diploma = 31.4, Postgraduate degree = 8.4%
 - Work experience mean =8.5 years, SD =4.1
2. Human Resource Planning (HRP) Practices:
 - Existence of HRP; Yes= 70.2%, No =29.8%
 - Frequency of HRP; Annual
 - Scope of HRP; Departmental =50.9%, Organizational covers the entire ministry of health.
3. Organizational performance;
 - Productivity; 3.5/5
 - Patient satisfaction; 3.8/5
 - Quality of care; 3.2/5
 - Employee engagement: 3.2/5

Source: Field data

The findings in Table 4.2 reveal that a significant majority of respondents, 97.4% (Mean = 4.87), disagreed with the HR manager being a member of the Ministry's top management committee. This suggests that employee concerns may not be effectively communicated to top management, potentially leading to diminished morale. When employees face issues, their performance often suffers, which can, in turn, affect overall organizational performance.

Similarly, 95% of respondents (Mean = 4.76) rejected the notion that the Ministry of Health (MOH) integrates HR plans into its strategic plan, contrary to the Public Service Commission's directive for all MDAs to align HR plans with their strategic goals. This misalignment can

negatively impact organizational performance, as evidenced by various studies in Uganda linking strategic planning to performance (Chemwei, Leboo, & Koech, 2014; Kanyora & Okello, 2015).

Furthermore, 94% of respondents (Mean = 4.74) disagreed that HR planning at the MOH was based on the skills, knowledge, and abilities of existing employees. This was consistent with responses regarding whether the top management understood how HR impacts organizational objectives. Effective organizations typically invest in training and development to enhance employee skills and competencies (Noe, 2003). The high percentage of disagreement on these factors suggests a likely negative effect on overall performance.

Finally, 84% of respondents (Mean = 4.72) rejected the idea that the MOH conducts comprehensive HR planning annually. These results indicate a consensus that HR planning at the MOH is not sufficiently aligned with the broader organizational goals, with scores ranging from 84% to 97% reflecting this misalignment. This contrasts with the Public Service Commission's directive for all MDAs to prepare and align annual HR plans with strategic objectives for better budgeting and implementation to improve organizational performance.

4.4. The impact of optimal staffing on the MOH performance

This section of the study sought to assess the impact of optimal staffing on the MOH performance in line with objective two of the study. Using Likert Scale where: 1=Strongly Agree, 2=Agree, 3=Don't Know, 4=Disagree and 5=strongly disagree, respondents were required to answer various questions on HRP that are related to staffing levels as indicated in.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter gives a summary and conclusions of the study based on the findings and gives recommendations as per the objectives of the study.

5.2. Summary of the Study

The primary goal of this study was to evaluate how Human Resource Planning (HRP) influences organizational performance at the Ministry of Health (MOH) headquarters in Kampala from 2005 to 2015. The study was based on the premise that effective HRP ensures the right staff with appropriate skills are in the right positions, which is crucial for meeting organizational goals and improving performance. The chosen timeframe allowed for analysis before and after the devolution of health service delivery.

The study had three specific objectives: 1) to assess how aligning HRP with the ministry's strategic goals affects performance, 2) to evaluate the impact of optimal staffing levels on performance, and 3) to determine how employee motivation influences performance. The research aimed to answer these questions: How does aligning HRP with strategic goals affect MOH performance? How does ensuring optimal staffing impact performance? How does employee motivation affect performance?

Data was collected using a cross-sectional research design from a purposive sample of 92 employees at MOH headquarters, though only 42 questionnaires were returned, resulting in a 50% response rate. Reliability of the instrument was confirmed with a Cronbach's Alpha coefficient of 0.861, well above the recommended 0.6. Validity was ensured with guidance from the research supervisor. Demographic analysis of respondents included age, gender, and education level.

The literature review revealed that demographic changes in public organizations have made effective HRP strategies essential. Aligning HRP with organizational goals is crucial, as poor planning can lead to costly outcomes. Effective HRP involves both demand and supply forecasting to ensure optimal staffing levels. Additionally, employee motivation is vital for

retaining staff and enhancing performance. Well-compensated employees with growth opportunities tend to perform better, positively impacting organizational performance.

The study's findings indicated a significant gap in research concerning HRP and organizational performance in public institutions. Responses to questions related to HRP alignment with strategic goals, optimal staffing, and employee motivation showed high levels of disagreement, suggesting that HRP was not effectively contributing to these areas. For instance, respondents largely felt HRP was not aligned with strategic goals or ensuring optimal staffing levels. Furthermore, employee motivation was not significantly impacted by HRP practices.

The study also examined factors affecting organizational performance, revealing high levels of disagreement regarding employee involvement in strategic planning, performance appraisals, and customer satisfaction surveys. The analysis showed a substantial increase in staff turnover from 2012 to 2015, coinciding with the implementation of the new Constitution of Kenya 2010, which devolved health services.

5.3. Conclusions

The study aimed to investigate the influence of Human Resource Planning (HRP) on organizational performance at the Ministry of Health (MOH) headquarters in Kampala. It focused on three specific objectives: (1) the impact of aligning HRP with the Ministry's strategic goals, (2) the effect of ensuring optimal staffing levels, and (3) the influence of employee motivation on MOH performance. To gather comprehensive data, these objectives were broken down into detailed statements related to HRP.

The analysis led to several conclusions. First, it was found that HRP at MOH was not fully integrated with the Ministry's strategic goals. This was evident from the fact that the HR manager was not part of the top management committee, indicating a lack of emphasis on HR issues.

Additionally, HR planning was not conducted comprehensively on an annual basis, and HR plans were not fully integrated into the overall strategic plan. The skills and abilities of current staff were not adequately considered in HR planning, though top management had some understanding of how HR contributes to organizational objectives.

Second, the study assessed how HRP affected staffing levels. Many respondents felt that HRP had a limited role in ensuring optimal staffing. They observed a shortage of staff relative to the workload and inadequate distribution of work. Recruitment was not aligned with the Ministry's strategic needs, and there was insufficient staff training and development, impacting service delivery negatively. The analysis also highlighted a high staff turnover rate, consistent with reports of labor turnover and employee dissatisfaction, which negatively affected performance.

Regarding employee motivation, the study found that employees felt inadequately compensated and lacked clear career progression, leading to job stagnation. They also reported poor working conditions and a lack of proper tools. There was no regular assessment of customer or employee satisfaction, hindering the organization's ability to address these issues effectively.

Overall, the study concluded that HRP significantly impacts organizational performance at MOH. The findings pointed to deficiencies in integrating HRP with the Ministry's strategic goals, which contributed to poor performance. This underscores the need for better alignment and budgeting for effective HRP implementation to enhance organizational performance.

5.4. Recommendations

After analyzing the findings, the study made the following recommendation for practice and further studies.

5.4.1. Recommendation for practice

The Ministry of Health (MOH) should integrate Human Resource Planning (HRP) into its strategic objectives and allocate a dedicated budget to address succession planning issues and avoid leaving critical positions vacant. This is crucial for roles including doctors, nurses, laboratory technologists, and other key staff within the Ministry.

To manage staffing levels effectively, the MOH should conduct regular professional demand and supply forecasts. This will help keep staffing levels in line with the authorized numbers, preventing both understaffing and overstaffing.

Regarding career progression, the MOH needs to establish clear guidelines to facilitate employee advancement and prevent stagnation in job grades. Career development opportunities are

essential for maintaining employee morale and performance. Regular reviews of schemes of service should be conducted to address emerging issues and support staff career growth, which will, in turn, enhance service delivery.

In addition to providing competitive salaries, the MOH should focus on creating a supportive work environment, particularly for staff directly involved with patients, such as nurses and doctors. Improving their working conditions can lead to higher staff retention and better performance.

Furthermore, the MOH should implement measures and guidelines for attracting, developing, and retaining employees to reduce turnover and mitigate its associated costs for the organization and the government. This approach will address staffing challenges and enhance overall organizational effectiveness.

5.4.2. Recommendation for Further Studies

The literature review found very limited studies that have been done on relationship between performance and HRP in a public organization. A research on the same is recommended in future to bring out clearly what drives performance in public organization rather than monetary.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE FOR STAFF AT MINISTRY OF HEALTH

Introduction

Dear Respondent,

I am Nabwire Esther a bachelor's student of Human Resource Management from Uganda Christian University-Mukono conducting a research on "Analyzing the role of human resource planning on organizational performance at the Ministry of Health. You have been selected to participate in this study. The information you provide is solely for academic purposes and will be treated with utmost confidentiality.

Section 1: Demographic Information

Name

Position/Title

Department/Unit

Length of service

Section 2: Human Resource Planning (HRP)

Are you aware of the existence of HRP in the Ministry of Health?

How often is HRP conducted in your department/unit?

Who is responsible for conducting HRP in your department/unit?

What are the key components of HRP in your department/unit (e.g., workforce analysis, succession planning, training needs assessment)?

Section 3: Organizational Performance

How would you rate the overall performance of the Ministry of Health in Uganda? (Scale: 1-5)

What are the key performance indicators (KPIs) used to measure organizational performance in your department/unit?

Have you observed any improvements in organizational performance over the past year? If yes, please specify.

Section 4: Effects of HRP on organizational performance

Do you believe HRP has a positive impact on organizational performance? Why/Why not?

Have you seen any specific benefits of HRP on organizational performance (e.g., improved productivity, better employee engagement, reduced turnover)?

Are there any challenges or limitations in implementing HRP in your department/unit?

Section 5: Additional Comments

Any suggestions for improving HRP in the Ministry of Health?

Any additional comments or observations about the effect of HRP on organizational performance?