

EFFECT OF HUMAN RESOURCE PLANNING ON MANAGERIAL PERFORMANCE

¹Dr. Gamariel MBONIMANA, ²Mrs. Claudine UWAMBAJIYERA

¹(SENIOR LECTURER STUDENT AT UNIVERSITY OF KIGALI)

²(STUDENT AT UNIVERSITY OF KIGALI)

Abstract: According to Todd Barol (2012) he postulates that a poor human resource planning has a great effect on the organization or company. Human resource plays a necessary and invaluable role in administrative functions within the organization. Human resource manages payroll, benefit, recruiting and hiring employee and act as a link between staff and management since HR manages such a different assessment of responsibilities, a disorganized and incompetent place of work can be the outcome if the department falls, to plan distinctive responsibilities effectively. Human resource is systematic process of training and growth, by which individual gain apply knowledgeable insight and attitude to manage organization, work effectively. It emphasizes the opportunity to apply ones knowledge and need to learn and grow by so doing knowledge is meaningless unless there is opportunity to apply it and this is achieved through exposure.

Development without which we overcome the continuing shortage of trained people as we strive to throw off the bonds of economic backwardness and seek to achieve the socio-economic objective of our national development plan. In all economic activities, human effort is necessary to work machines, milk cows, harvest crops, load a van, sell goods, and keep accounts and so on. This human effort which is vital to production is called labor. It can be manual (working with one's hand or it can be mental labor using head or brain) effectiveness on the direct relationship.

Keywords: human resource planning, trained people, work machines, economic backwardness, socio-economic.

1. LITERATURE REVIEW

Literature review refers to the work that a researcher consulted in order to understand and investigate the research problem, which helped into account of what has been published on a topic by accredited scholars and researchers. This process is a critical look of existing literature that is significant to the work that the researcher carrying out. It involves the examining document such as books, magazine, Journals and dissertations that have been conducted. It is essential as it gives the provision of insight to a researcher of what has already been done in selected field as to know the strength and weakness. Furthermore, it enables avoidance of duplication as well as developing analytical framework.

2. THEORETICAL REVIEW

An Overview of Human Resource Planning

Human resource planning (HRP) is described as the process of identifying current and future needs of the human resource so that an organization may achieve its goals (Reilly, 2003). Human resource planning (HRP) is a crucial process in every organization. It is essential to conduct human resource planning (HRP) since hiring the wrong employees or failure to anticipate fluctuations in hiring needs could be costly in the long run. The process of HRP ensures that, an organization's

employees have the requisite skills and competencies an enterprise needs for it to succeed (Ghazala & Habib, 2012). Gupta (2008) adds that, HRP prepares appropriately employees for potential rationalization. It further enables a firm to make adequate preparations for recruitment and strategic hiring

HR practices also include open management or Management by Objectives (MbO) which encourage participative management and helps with building trust and motivating staff; providing performance incentives for completion of a task in an appreciable manner. Other HR best practices include collecting performance feedback where provision of constructive feedback from all other employees could be employed as a tool to improve individual employee and organizational performance. In order to position the organization for success, the Government of Newfoundland and Labrador (GNL, 2008) asserted that government departments have been engaged in workforce planning. It is further opined that there are three key directions that have been identified to assist government in managing the workforce changes. The directions are building the organization's potential, strengthening its competitiveness, and renewing its workforce. It is averred that, when workforce and strategic objectives are aligned, they guarantee the delivery of quality programs and services to the public since the planning would essentially assist in positioning the public service for the future.

It has some little specific literature on the methods used to translate to strategic goals of the organization and environmental influence into human resources objectives. Organizational change literature and corporate planning literatures are helpful as a source of idea in this particular study. Studies about HRP and managerial performance are essentially on what an employee does or not. Employee's performance common to most jobs include the following elements; quantity of output, quality of output, timeliness of output present at work cooperativeness. Performance management typically falls under the functions of strategic human resource planning (HRP) in most organizations. However, the link between organizational performance and strategic HRP has been deeply analyzed (Camps & Arocas, 2009), often questioned in recent times, and deemed a black box (Wright & Gardner, 2003 cited in Katou, 2011). The black box refers to the cause and effect relationship (Gerhart, 2005 cited in Katou, 2011) between organizational performance, strategic HRP practices, and the effect of those practices on the performance of the organization. Colville and Milner (2011) attempted to provide direction by pointing out that HRP needs to assess and understand the organization's current state, where it wants to be in a future state, and the shift needed to move the organization in that direction. One of the most popular models that strategic HRP tends to lean on for performance management is the theory of management by objectives (MBO). The premise of MBO is the practical application of the goal-setting theory (Drucker, 1954; Caroll & Tosi, 1973; Raia, 1974; Kondrasuk, 1981; Vecchio, 2004) revolving around an organization's essential need to put in place performance criteria and reward systems for effective management and planning (Globerson, 1985). This is where performance management practices were introduced and employee performance was deemed one of the keys to an organization's success. (Lu, Hamid, Ijab, & Soo, 2009). This was even extended to non-profit institutions, such as those in the higher education industry, corporation agency, for better and more effective management of resources (Arena, Arnaboldi, Azzone, & Carlucci, 2009).

Human Capital Theory

It is asserted that, recent challenges such as globalization, a knowledge-based economy, and technological evolution have obliged many countries and organizations to seek new ways to maintain competitive advantage (Kwon, 2009). The standard approach in labor economics is said to view human capital as a set of skills or characteristics that enhance a worker's productivity. Human capital is said to refer to the stock of productive knowledge and skills possessed by workers. Boldizzon (2008) adds that, the concept of human capital is semantically the mixture of human and capital.

In tandem with the meaning of capital in the economic perspective, the human is the subject to take charge of all economic activities such as production, consumption, and transaction. On the establishment of the aforementioned concepts, it can be recognized that, human capital means one of the production elements which can generate added-values through inputting it.

According to the human capital theory, the method to create human capital can be put into two categories. The first is to employ human as labor force in the classical economic perspective. The other is based on the assumption that, the investment of physical capital may illustrate the same effectiveness with that of human capital on education and training (Little, 2003). Considering that the assumption accepts as a premise, the human capital expansively includes the meaning

of 'human as creator' who frames knowledge, skills, competency, and experience originated by continuously connecting between 'self' and 'environment'. Among those concepts of the human capital, it tends to be recognized that the latter is more important than the former (Beach, 2009).

Indeed, many empirical literatures show that human capital affects various social components. Woodhall (2001) asserts that, the investment of human capital is more effective than that of physical capital. Throughout the investment of human capital, an individual's acquired knowledge and skills can easily transfer to certain goods and services. Considering that accumulation of knowledge and skills takes charge of important role for that of human capital, there is a widespread belief that learning is the core factor to increase the human capital. In other words, learning is an important component to obtain much knowledge and skills through lots of acquisition ways including relationship between the individual and the others. Currently, it is acceptable that the conceptual foundation of one's human capital is based on 'something like knowledge and skills' acquired by an individual's learning activities. Assuming that knowledge can broadly include other factors of human capital such as skills, experience, and competency, human capital and 'knowledge as broad meaning' is recognized as synonymous expression (Sleezer et al., 2003). In the context of human resource planning practices, the theory of human capital can be employed to emphasize on the rationale of attracting and retaining workforce with the requisite knowledge, skills and competencies.

Modern human resource planning concerns the forecasting of the organization's human resource needs for the future and the planning required to meet those needs. It requires not only the establishment of objectives, but also the development and implementation of certain programs, such as staffing and training, to make sure people are present with the proper traits and skills when they are needed. Human resource planning also involves the collection of data, which can be used to evaluate program effectiveness and give notice when revision is needed. One of the objectives of planning is to facilitate organizational effectiveness, so it must be integrated with the organization's business objectives. Human resource planning continues to receive increased attention due to such factors as the development of new technology, changes in economic conditions, globalization, and a changing workforce.

Forecasting Human Resource

The second phase of human resource planning, forecasting demand and supply, involves using any number of sophisticated statistical procedures based on analysis and projections. Such forecasting techniques are beyond the scope of this discussion.

Forecasting Human Resource Demand

At a more practical level, forecasting demand involves determining the numbers and kinds of personnel that an organization will need at some point in the future. Most managers consider several factors when forecasting future personnel needs. The demand for the organization's product or service is paramount. Thus, in a business, markets and sales figures are projected first. Then, the personnel needed to serve the projected capacity is estimated. Other factors typically considered when forecasting the demand for personnel include budget constraints; turnover due to resignations, terminations, transfers, and retirement; new technology in the field; decisions to upgrade the quality of services provided; and minority hiring goals (Noe, 2012).

Forecasting Human Resource Supply

Forecasting supply involves determining what personnel will be available. The two sources are internal and external: people already employed by the firm and those outside the organization. Factors managers typically consider when forecasting the supply of personnel include promoting employees from within the organization; identifying employees willing and able to be trained; availability of required talent in local, regional, and national labor markets; competition for talent within the field; population trends (such as movement of families in the United States from Northeast to the Southwest); and college and university enrollment trends in the needed field (Ball, 2012; Henderson, 2010).

Internal sources of employees to fill projected vacancies must be monitored. This is facilitated by the use of the human resource audit, or the systematic inventory of the qualifications of existing personnel. A human resource audit is simply an organizational chart of a unit or entire organization with all positions (usually administrative) indicated and keyed as to the "promo-ability" of each role incumbent.

Job Analysis and Human Resource Planning

Company president, manager, director of personnel, legal counsel, labor relations specialist, college president, dean, and professor are all jobs. To recruit and select the appropriate personnel for specific jobs, it is necessary to know what the jobs entail. Job analysis is the process of obtaining information about jobs through a systematic examination of job content (U.S. Department of Labor, 2012). A job analysis usually consists of two parts: a job description and a job specification. The job description is a written statement that outlines the duties and responsibilities expected of a job incumbent. It usually includes a job title, the title of the incumbent's immediate supervisor, a brief statement of the job goal, and a list of duties and responsibilities. The job specification is a written document that outlines the qualifications that a person needs in order to accomplish the duties and responsibilities set forth in the job description. Job analysis provides valuable information for forecasting future staffing needs and other personnel management functions. For example, the data produced by the job analysis can be used to develop appropriate recruitment and selection methods to determine dimensions on which personnel should be evaluated, to determine the worth of jobs for compensation purposes, and to develop training programs for personnel.

This refers to the process of getting detailed information about a job (De Cieri & Kramar, 2008, p. 60), which could provide information for a variety of purposes, including determining training needs, development criteria, and appropriate pay and productivity levels (Price, 2003, p. 362). Job design deals with making decisions about tasks that will be required in a given job (De Cieri & Kramar, 2008; Hacker, 2003).

There are two specific elements you deal with. The first concerns the need to meet the organization's needs in terms of productivity, achievement and quality, while the second relates to the needs of individual employees and the requirement to provide them with a work environment that is challenging and rewarding (Armstrong, 2009; Campion, Medsker, & Higgs, 1993; Kozlowski & Bell, 2003; Stewart, 2006). The effectiveness of HR practices requires that the job be clearly understood by both jobholders and the organization. The practice of job analysis provides this understanding (Siddique, 2004), and it has been suggested that organizations actively pursuing this practice as an HR planning strategy are likely to gain a competitive advantage (Anthony, Kacmar, & Perrewe, 2002; Dessler, 2003).

The ultimate purpose of job analysis is to improve organizational performance and productivity, helping the organization create a proper infrastructure by defining the tasks to be performed as well as the timelines for performing them. Job analysis thus has the potential to make a contribution to organizational performance both directly and interactively with other key HR practices (Anthony, et al., 2002; Siddique, 2004). It has been argued that job analysis and design can enhance performance of the employees and job satisfaction (Moyes, Shao, & Newsome, 2008).

HR Planning and Training and talent promotion

Investment in training measures and the implementation of development schemes are becoming increasingly acknowledged as vital elements of HRM (Oakland & Oakland, 2001), and studies across a wide range of industries and sectors have all found a positive correlation between investment in training and employee commitment (Bassi & Buren, 1999).

It is therefore imperative that employers provide an opportunity for their workforce to learn (Arlond, 2005; Bernsen, Segers, & Tillema, 2009), as proactive development schemes will not only improve the capabilities of their team but will also motivate staff and subsequently engender a more loyal employee set (Kyndt, Dochy, Michielsen, & Moeyaert, 2009).

Despite the increasing effects on training of organizational employees by organizations, there is still limited literature on human resource development issues in developing countries (Debrah & Ofori 2006, 440) and increasing concerns from organizational customers towards low quality services in the telecommunications sector. It is further worth noting that while much is known about the economics of training in the developed world, studies of issues associated with training in less-developed countries are rarely found. The existing studies in this relation (Harvey 2002; Harvey, Matt & Milord 2002; Jackson 2002; Kamoche 2002; Kamoche, Debrah, Hortwiz & Muuka 2004; Kraak 2005) have taken a general human resource management (HRM) focus creating a gap on issues such as the effect of training on employee performance.

In the real world, organizational growth and development is affected by a number of factors. In light with the present research during the development of organizations, employee training plays a vital role in improving performance as well

as increasing productivity. This in turn leads to placing organizations in the better positions to face competition and stay at the top. This therefore implies an existence of a significant difference between the organizations that train their employees and organizations that do not. Existing literature presents evidence of an existence of obvious effects of training and development on employee performance. Some studies have proceeded by looking at performance in terms of employee performance in particular (Purcell, Kinnie & Hutchinson 2003; Harrison 2000) while others have extended to a general outlook of organizational performance (Guest 1997; Swart et al. 2005). In one way or another, the two are related in the sense that employee performance is a function of organizational performance since employee performance influences general organizational performance. In relation to the above, Wright & Geroy (2001) noted that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

Salary and incentives and HP Planning

The overall aim of reward systems is to attract and retain quality human resources. when the pay conditions are perceived by the employee as equitable and in relation to their performance improvement. Organizations can use non-financial rewards like transport fee, incentive schemes to increase performance (Armstrong 2006). Additionally, organizations should adopt reward systems that are similar to the industry in which they operate or organizations can develop performance based pay systems in order to reward employees according to the set performance standards and profitability goals. Therefore, for performance to improve, organizations need to create and maintain a sense of fairness equity and consistence in their pay structures (Davar 2006). Employees expect that the employers will purchase their labor at a certain price.

Pay is an important feature of HRM. As De Cieri and Kramar (2008, p. 62) state, the pay system has an important role in implementing strategies. The way people are paid affects quality of their work, their attitude towards customers, and their willingness to be flexible and learn new skills (Milkovich, Gerhart, & Hannon, 1991). De Cieri and Kramar (2008, p. 62) state that a high level of pay and/or benefit relative to that of competitors can ensure that a company attracts and retains high-quality employees. Pay may be one way workers measure whether the time they spend and the effort they put into working are worthwhile (Ryan & Sagas, 2009). Using discrepancy theory, Rice, McFarlin, and Bennett (1989) find that workers' satisfaction is a function of what they perceive their contributions and job requirements are and what they should receive in return; this is confirmed by Chelladurai (2006). One standard that an employee may use is what other workers within an organization receive. Employees will feel satisfied with their pay if what they are receiving equates to the time, energy, and effort they contribute, with relation to what other workers receive. If they feel that their efforts and contributions exceed the rewards from the organization and job, especially in pay, dissatisfaction may occur (Ryan & Sagas, 2009).

Perhaps the most important employee retention variable is monetary compensation (Shaw, et al., 1998). Selden and Moynihan (2000) find a significant negative relationship between high average wages and voluntary turnover in 33 state governments, although a study by Lewis (1991) fails to confirm the importance of salary in reducing voluntary turnover rates among federal employees. Bergmann, Bergmann and Grahn (1994) find that well-designed employee benefit packages are effective tools for attracting, motivating, and retaining government employees.

Information system and Human resource planning

Human resource information system (HRIS) is a concept that is associated with human resource planning. This concept is necessitated by the dynamic environment. It is employed to facilitate effective planning of human resources. The primary essence of HRIS is to store employee data in a manner that enhances the pace of the ordinarily slow HRP. HRIS is also said to aid human resource managers in their strategic activities of training and development, succession planning, applicant tracking in recruitment and selection, and manpower planning. It can also help in identifying vacant positions and positions that are occupied in an organization (Shikha & Karishma, 2012). The role of HRIS in HRP is further underscored by Bal et al. (2012) who asserted that, HRIS support activities such as identification of potential employees, maintaining complete records on existing employees and creating programs to develop employee talents and skills. Essentially, therefore, the role of human resource planning in any organization cannot be underestimated.

Empirical studies showing relationship between Human Resource planning and Performance Management of Organization

Bjorkman and Xiucheng (2002) investigated the outcome of HRM practices on Western firms' performance in China, and found a positive association between HRM practices and performance. Bartel (2000) evaluated the effect of HRM practices on performance in Canada and found significantly positive relationship between two constructs. In Israel, Harel and Tzafir (1999) found out that HR practices had positive relationship with firms' performance in public and private sectors. In Korea, Bae and Lawler (2000) concluded that HRM practices significantly affect organizational performance.

In a study in India, Paul and Anantharaman (2003) found indirect effects of HRM related activities on operational and financial performance of firms. Their study did not find the causal association of single HRM practice with business performance. In another study, Sing (2003) found that strategic use of HRM practices positively affect performance of organizations in India.

Hoskisson et al., (2000) identified the problems related to measurement of financial dimensions in emerging economies. It has been argued that lack of market based financial reporting, inadequate regulatory mechanism and enforcement about financial reporting, lack of transparency in financial reporting, and provision of fictitious financial information are important issues facing emerging economies (Bae & Lawler, 2000; Hoskisson et al., 2000). A subjective measure facilitates managers to take into account organizational goals when evaluating its performance. Researchers argue that though perceptual measure may introduce limitations, the benefits are far greater than the risks. Several researchers have—raised persuasive doubts about the causal distance between an HR input and such output based on financial performance. Put simply, so many other variables and events, both internal and external, affect organizations that this direct relationship rather strains credibility (cited in Boselie et al., 2005, p.75). The researchers argued that more proximal measures over which employees exert influence are empirically more plausible and methodically easier to link.

In a comparative study of United States and Japan, Ichniowski and Shaw (1999) found that Japanese firms were more productive than United States' firms on account of implementing HRM practices. In a study in Taiwanese high technology firms, Chang and Chen (2002) established that HRM practices of workforce planning, training and development, benefits, teamwork, and performance appraisal significantly affected productivity.

Ngo et al., (1998), in a study in Hong Kong companies; found that HRM practices of training and compensation increased firms' performance. Tessema and Soeters (2006) investigated influence of 160 European Journal of Economics, Finance and Administrative Sciences - Issue 24 (2010) HR practices in Eritrea. The study found that efficient implementation of these practices enhanced the performance at individual and organization level.

The research conducted in Croatia suggests that HRP positively affects organizational outcomes of company innovation, product. Organizations are pursuing proactively human resource management (HRM) practices and systems to capitalize on strength of this vital asset for sustained competitive advantage in knowledge economy (Jackson & Schuler, 2000; Mac Duffie, 1995).

In meta-analysis of 104 articles, Boselie et al., (2005) concluded that the top four HRM practices are efficient recruitment and selection, training and development, contingency and reward system, and performance management that have been extensively used by different researchers. In recent years, the focus of research on HRM has shifted from study and relationship of individual HRM practices on business performance to entire HRM system and its influence on organizational performance. The researchers have different views about this new paradigm. Some researchers claim that the system view of HRM is appropriate, but others contend, —that to arbitrarily combine multiple [HRM sub-] dimensions into one measure creates unnecessary reliability problems' (Becker & Huselid, 1988, p.63).

In addition, comprehensive examination of individual HRM practices highlights the significant predictor of business performance (Bjorkman & Budhwar, 2007). Researchers have used financial and non-financial metrics to measure organizational performance. The financial measures include profit, sales, and market share. Non-financial measures include productivity, quality, efficiency, and the attitudinal and behavioral measures such as commitment, intention to quit, and satisfaction (Dyer & Reeves, 1995).

A study on the effect of employee resourcing strategies on the performance of commercial banks in Kenya (Ngui et al., 2014) established that, employee resourcing strategies have a significant positive effect on performance of the aforementioned banks. In addition, the study findings indicated that, there is a positive relationship between strategic

employee resourcing and employee performance in commercial banks in Kenya. One of Ngui et al.'s (2014) recommendations was that banks should develop and document strategies for human resource planning so as to enhance employee and organizational performance. More so, Kavoo-Linge and Kiruri (2013) assessed the effect of placement practices on employee performance in Kenya's information technology (IT) sector. According to the study findings, there was a strong association between performance on one hand and job information, training and guidance on the other. It is noted in an examination of relationship between HRP practices and firm's performance that, the study on the same aspect has shifted from delving into individual practices and their influence on organizational performance to studying the entire HRP system and its effect on organizational performance (Mutua et al., 2012).

Data was drawn from a sample of 171 large manufacturing firms in Malaysia. The regression results showed that HRM practices generally have a positive effect on organizational innovation. Specifically, the findings indicate that training was positively related to three dimensions of organizational innovation (product innovation, process innovation, and administrative innovation). Performance appraisal also found to have a positive effect on administrative innovation. Additionally, this study also demonstrates that training and performance appraisal, are positively related to knowledge management effectiveness. Knowledge management effectiveness fully mediates the relationship between training and process innovation, training and administrative innovation, and performance appraisal and administrative innovation. A discussion of the findings, limitations, and implications are provided.

The rapid development of high technology, information and communications technologies have urged many organizations to actively seek for new way, ideas, experimentation, and creative solutions in improving their current product, process, system and technology, which commonly referred as organizational innovation. Malaysia as one of the post-industrial societies has undergone a fierce competition within its rivalries. To survive in the battle, Malaysia has launched its new economy model which aims in transforming the manufacturing firms from the product based towards the knowledge based.

Aligned with this move, understanding the fundamental drivers influencing an organization's ability to innovate successful new products, idea, practices and system is a key strategic task for firms to continue to exist in this dynamic market. It has been widely acknowledged that effective human management resource (HRM) practices (Tan & Nasuridin, 2010) are significant in extracting positive work behaviors among employees, which consecutively lead to organizational innovation.

According to Harter, Schmidt, and Hayes (2002), HRM practices can generate increased knowledge, motivation, synergy, and commitment of a firm's employees, resulting in a source of sustained competitive advantage for the firm. However, a number of authors, such as Hilsop (2003), Morrow and McElroy (2001), and Moynihan, Gardner, Park, and Wright (2001) have argued on the missing link between HRM practices and organization outcomes. The author argued the more research needs to concentrate on the indirect relationship between HRM practices and organizational innovation. Since knowledge is reside in an individual and given the role of HRM practices in influencing an individual's attitude and behaviors, it is believed that HRM practices has significant and positive relationship on organizational innovation via knowledge management.

Performance management is mainly concerned with the individual's performance and development. It is used to ensure that the employee's activities and outcomes are congruent with the organization's goals (De Cieri & Kramar, 2008, p. 61), by focusing on future performance planning and improvement rather than on retrospective performance appraisal (Armstrong, 2003, p. 481). This requires management to act as partners within a framework in which they and the employees together can achieve the results required. For this to occur, managers need a clear understanding of the ways in which performance appraisal can help the organization (Chelladurai, 2006). In addition, such appraisals can be used as feedback to individuals in order to influence and enhance subsequent performance. It has been argued that the results of performance appraisal of all employees provide insight into the effectiveness of the HR system, the developmental and training needs for the whole organization, and the setting and articulating of organizational goals for the employees (Chelladurai, 2006). Appraisals cannot be performed effectively unless the line manager or person conducting them has the interpersonal interviewing skills to provide the feedback to people being appraised (Prowse & Prowse, 2009).

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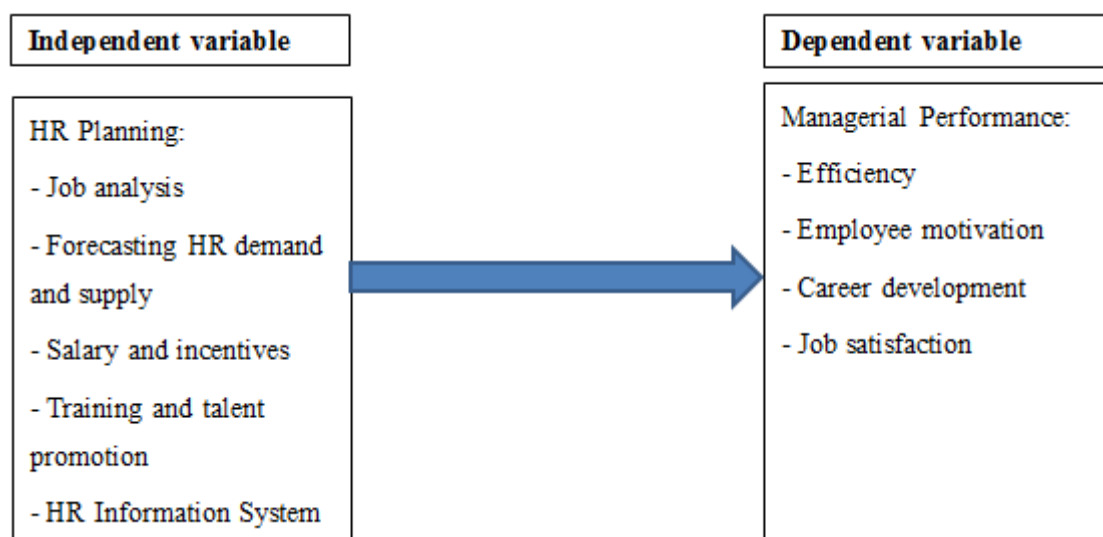
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3. CONCEPTUAL FRAMEWORK

The employer is the initiator of the HR planning to ensure the effectiveness managerial performance of the organization. How can the performance of an organization be of success without a proper planning? It follows that human resource planning does not happen in vacuum; it is based on the strategic plan of an organisation which it contributes to achieve.

The relationships can be expressed in the following diagram:



Source: Researcher, 2020

Figure 1: Conceptual framework

4. RESEARCH GAP

The branch of earlier research on training and employee performance has discovered interesting findings regarding this relationship. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Appiah 2010; Harrison 2000; Guest 1997). Moreover, other studies for example one by Swart et al. (2005) elaborate on training as a means of dealing with skill deficits and performance gaps as a way of improving employee performance. According to Swart et al., (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the employees and enhancing employee performance. He further elaborates the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be molded according to the firm needs. It is always so that employees possess a certain amount of knowledge related to different jobs. However, it is important to note that this is not enough and employees need to constantly adapt to new requirements of job performance. In other words, organizations need to have continuous policies of training and retaining of employees and thus not to wait for occurrences of skill and performance gaps.

In summary, appropriate training contributes positively to employee retention because it makes employees feel recognized for their strengths, and it creates possibilities to develop their qualities (Kyndt, et al., 2009;Visser, 2001).

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