STRATEGIC PLANNING PRACTICES AND HUMAN RESOURCE PERFORMANCE AT GIRL CHILD NETWORK, KENYA

BY:

JOHN GITARI

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF BUSINESS ADMINISTRATION DEGREE, SCHOOL OF BUSINESS UNIVERSITY OF NAIROBI

NOVEMBER 2012

DECLARATION

This project is my original work and has not been presented for a degree in any other university.

Signature…………………………… Date………………………………….

Name: John Gitari

Reg No: D61/61465/2010

Supervisor's Approval

This research report has been submitted for examination with my approval as the University supervisor.

Signature ………………………… Date………………………………….

Name: Dr. ZB Awino, PhD.

Senior Lecturer,

Department of Business Administration

School of Business

University of Nairobi

ACKNOWLEDGEMENTS

DEDICATION

To my beloved parents Albano Gitari and Teressia Gichuku for their tireless and unqualified support to ensure that I got good education.

To God Almighty, your unfailing love for me has kept me going. I am forever grateful to you LORD for you who began this good work in me; you have been faithful to carry it on to completion "Philippians 1:6"

ABSTRACT

The strategic human resource management practice has undergone tremendous changes. Previously, the duties of human resources management practices normally centered on staffing activities such as hiring, maintaining and organizing other personnel activities. Strategic planning practices involve the "art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives". The purpose of this case study was to examine strategic planning practices and human resource performance at Girl Child Network, Kenya. Primary data was collected through in-depth interviews with senior staffs in Human Resource department, Finance department, administration department and operations department. The data was analyzed based on the objectives of the study. From the findings, Girl Child Network has a vision and mission statements, which are well documented and communicated to employees. From the findings, planning human resource performance as a human resource planning practice is conducted at Girl Child Network through: appraisals, recruitment of competent staffs, carrying out capacity development of staffs, improvising various motivational techniques and setting out targets for employees depending on the objectives of each department. To enhance productivity, the study recommended that GCN needs to offer competitive allowances as per the prevailing market rates. Finally, this study proposes a further study on strategic planning practices and human resource performance at Girl Child Network. The study also recommends more research on factors affecting strategic planning at GCN as this will allow exposure of critical success factors that can aid in enhancing strategic planning and performance in the organization.

TABLE OF CONTENTS

LIST OF FIGURES

ABBREVIATIONS AND ACRONYMS

GCN: Girl Child Network

HR: Human Resource

HRM: Human Resource Management

NGOs: Non-Governmental organizations

PEST: Political Environmental Social and Technological factors

SPSS: Statistical Package for Social Sciences

SWOT: Strength, Weaknesses, Opportunities and Threats

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In an attempt to define HRM, Armstrong (2001) emphasized that it is people working in an organization who individually and collectively contribute to the achievement of its objectives. The human resource (HR) is a living and active input that operates the other factors of production. It is people who create organizations and make them survive and prosper. Hence, their special management practices cannot be neglected as other components of the organization is likely to suffer. Without people, organizations could not function.

Price (2004) explained that, an educated, healthy and gainfully employed person is more complete as a human being. Hence, there is a symbiotic relationship between organizations and employees who work there. The strategic human resource management practice has undergone tremendous changes. Previously, the duties of human resources management practices normally centered on staffing activities such as hiring, keeping and organizing other personnel activities. However, today companies can no longer afford to look at people as a commodity to be exploited to exhaustion and then discarded (Cole, 1997).

NGOs are components of social movements within a civil society. Being non-profit making, the quality of their services has suffered considerably in that most employees' level of morale and commitment to their work is low (Welbourne 1999). The issue of poor motivational techniques have also increased dissatisfaction among employees in addition to lack of clear performance indicators outlined for NGOs which generally are non-investment organizations.

They also have no profit focus thus making it unclear on whether there is any linkage between strategic planning and performance in Non-Governmental Organisations like Girl Child Network. Decision makers and managers need to allow themselves to be in the process of decision-making. This decision making process will give the opportunity to decision makers and managers to come up with alternatives, evaluate each of the alternative, and select the best alternative or solution to the problem.

1.1.1 Concept of Strategic Planning

Planning is not a new phenomenon. It has roots in military history (Sullivan & Richardson, 2011). The Greek word *stratego* means "to plan the destruction of one's enemies" (Ruch, 2004). Companies have over the years, approached planning in many different ways (Dyner & Larsen, 2001). Successful organizations will anticipate and address environmental turbulence through strategic planning (Rogers et al., 1999).

Bryson presents strategic planning as a set of concepts, processes, and tools for shaping "what an organization (or other entity) is, what it does, and why it does it". In the long run, its purpose is to promote strategic thinking, acting, and learning on an ongoing basis (Poister, 2010). Strategic plans are those, which are designed to achieve the comprehensive goals of an organization, to ensure the execution of organization's mission (Rezaian, 2008). Hence, Strategic planning is not just planning like long-term financial planning or capital planning, but involves a thorough assessment of the environment and organization (Hendrick, 2010).

In times of uncertainty, managers need a way – a mechanism, a procedure, a methodology – to monitor and react to the environment and thus Strategic planning is that methodology. It

is essential to remember that strategic planning is a process, not a product. It is an ongoing and permanent process (Carter, 1999). In fact, Strategic planning is a generally pursued as a rational undertaking to reduce the firms' performance uncertainty through trade-off decisions from controversial choices (Karnani, 2006). It determines end goals to be achieved and strategies for accessing, allocating, and managing resources to achieve predetermined goals.

1.1.2 Strategic planning practices

Strategic planning practices involve the "art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives". It is the formal process, or set of processes, used to determine the strategies (actions) for the organization. It focuses on many areas, including the integration of management; marketing; finance/accounting; production/operations; research and development; and computer information systems (McKernian, 2006).

Individuals and groups are embedded in social structures that are reproduced and shaped by individual and group actions (Jarzabkowski, 2008) make strategic choices. According to Zanetti and Cunningham (2000), strategic planning is essentially the function of the top organizational leadership. Vincent and Douglas (1996), also argue that strategic planning is a process carried at the top of the organization, which provides guidance, direction and boundaries for all aspect of operational management.

A traditional approach to such analysis is the SWOT framework, which enquires into the strength, weaknesses, opportunities and threats of an organization. The organization's strengths and weakness include internal organizational factors to address, whereas the

opportunities and threats represent external environmental factors in the organization's periphery. Strategist must also perform a complete analysis of environmental forces that encompasses looking at political and regulatory influences, economic factors and influences, societal and cultural influences, and technological innovations (PEST Analysis) (Mintzberg, 1990, Porter, 1980 and Tichy, 1983).

he strategist must take the information gathered during the programming phase to synthesized and organized it into an integrated and comprehensive set of tactics that can be implemented and measured throughout the strategy execution phase (Mintzberg, 1994). This execution phase of the strategic process represents the orchestration component of the organization's strategy.

1.1.3 Human Resource Performance

Performance, in the context of organization, is not only a broad concept, which has been used synonymously with productivity, efficiency, effectiveness, and more recently competitiveness; it has also been a subject of study for social scientists from a wide range of disciplinary perspectives. Labour productivity, for example, has long been the concern of (labour) economists ever since Marx and Smith. Within this perspective, how to extract labour from labour power, one of Marx's most fundamental insights, is seen as a basic problem of management (Harrison, 1997).

More recently, efforts have been made by HRM theorists to try to establish a causal link between HRM and performance. This has led to a growing number of studies which examine the potential contribution that good human resource policy can make to improving organizational performance, so much so that 'the impact of human resource management on

performance has become the dominant research issue in the field' (Guest, 1997). The studies of HRM and performance are mostly cross-sectional and quantitative in nature, and contained in differing theoretical frameworks. While these studies provide us with colorful opposing findings and rich competing theoretical perspectives, the emerging field of HRM on performance suffers from a lack of unity in theory and inconsistency in research methodology.

As Wood notes, 'The studies vary so markedly between each other that there is not even a pair of studies that differs simply on one or two dimensions'. Accordingly, 'A consistent picture does not emerge from the studies' (Wood, 1999b). As Guest pointed out, 'statistical sophistication appears to have been emphasized at the expense of theoretical rigour' and '(i)f we are to improve our understanding of the impact of HRM on performance, we need a theory about HRM, a theory about performance and a theory about how they are linked' (Guest, 1997).

According to the HR strategy theorists (Salaman, 1992; Tyson, 1997), 'the aims of the HR strategy process are typically concerned with devising ways of managing people which will assist in the achievement of organizational objectives. In addition, one can hope to see within the strategy-formation process the 'official' version of how senior management believes these policies, practices and philosophies will contribute to organisational performance' (Tyson, 1997). A predominant theme in the research on HRM and performance is the view that identifiable strategy types exist and that subscription to one leads to superior performance.

Organizational performance is probably the most widely used dependent variable in organizational research today yet at the same time it remains one of the most vague and

loosely defined constructs. The struggle to establish a meaning for performance has been ongoing for many years, and is not limited to the field of strategic HRM. Over thirty years ago, Katz and Kahn dryly commented that, "The existence of the problem of developing satisfactory criteria of organizational performance is clear enough; its solution is much less obvious" (1966).

Even twenty years ago Scott lamented on the state of measures for organizational effectiveness, concluding, "After reviewing a good deal of the literature on organizational effectiveness and its determinants, I have reached the conclusion that this topic is one about which we know less and less." (1977). More recently, Murphy, Trailer & Hill, after reviewing measures of performance in entrepreneurial research, concluded that, "… the lack of construct validity for what we call performance is so clear that we as a field should consider discontinuing the use of the term in research" (1996).

Organization's performance has been measured substantially based on their profit achievement. None of any organizations wanted to have losses being marked for their business operations during the given accounting period. Thus, managers in the organizations were urged to make profit in the course of business operations, and at the end of their business accounting period. This profit achievement will be the benchmark for the board and top management to recognize their managers' efforts in making profitable business arrangements and deals. Non-Governmental Organizations (NGOs) are however non-profit making organizations. This measure of performance based on profits is therefore redundant.

In NGOs therefore, managers have to make strategic decisions in planning their organization's path in achieving its objectives as directed by the board and top management. Managers need substantial information in order for them to make sound operational

decisions. Although, managers may have substantial information prior to making decisions, they may not come up with the right or a perfect strategic decision for the organizations that is, if the human resource is ineffective. Thus, poor performance will be reflected in the organizations strategic plan targets. Nevertheless, managers make decisions affecting the organizations daily and eventually communicate such decisions to other organization members (Certo, 2003).

Within the field of strategic HRM, Dyer and Reeves (1995), in their review of research on the efficacy of "bundling" HR practices, proposed four possible types of measurement for organizational performance: 1) HR outcomes (turnover, absenteeism, job satisfaction), 2) organizational outcomes (productivity, quality, service), 3) financial accounting outcomes (ROI, profitability), and 4) capital market outcomes, (stock price, growth, returns). They proposed that HR strategies were most likely to directly impact human resource outcomes, followed by organizational, financial, and capital market outcomes.

This stemmed both from the facts that HR strategies are primarily designed to impact HR outcomes, and that the increasing complexity of factors which influence higher level outcomes would diminish the relative contribution of HR factors to those outcomes. They suggested these facts, coupled with the reality that human resource outcomes are deficient from the standpoint of most executives might explain why most of the strategic HR research has focused on organizational outcomes rather than the other three.

Note that implicit in this model, as well as others (Huselid, 1995) is the basic idea that outcomes can be differentiated at hierarchical levels, with outcomes at one level contributing (along with other outcomes) to outcomes at the next level. While each model differs in the number of levels and the exact outcomes, a generic form of the model is that

HR practices have their most direct impact on HR outcomes, which in turn, contribute to higher level organizational performance constructs. Human resource management (HRM) is a relatively young field, which has undergone a rapid evolution. From its initial roots as the function involved in the administrative aspects of hiring, firing, and payroll, it has seen stages where Union relations/avoidance, employee satisfaction, and legal compliance have served as dominant areas of emphasis and expertise (Noe, Hollenbeck, Gerhart & Wright, 1997).

Most recently, a trend has developed toward justifying the expenditures for and existence of the HR function. HR departments and programs have become an element of the firm's profit equation to be minimized as a cost and maximized as a value-adding component of firm strategy. Consequently, HR practitioners have become preoccupied with demonstrating the value of the HR function, particularly through showing its impact on firm performance (Pfeffer, 1997; Ulrich, 1997).

1.1.4 Non-Governmental Organizations in Kenya

Non-Governmental organizations are charity organizations, and thus would not fall under the category of development-oriented NGOs. In this document the term NGO is primarily used for organizations other than charitable organizations (Fisher, 1998). The structures of NGOs vary considerably. With the improvement in communications, more locally-based groups, referred to as grass-roots organizations or community based organizations, have become active at the national or even the global level. Increasingly this occurs through the formation of coalitions with other NGOs for particular goals (Josselin and Wallace, 2001).

A civil society is composed of three sectors: government, the private sector and civil society, excluding businesses. NGOs are components of social movements within a civil

society. The issue of independence is an important one in the credibility of an NGO. It is hard for NGOs not to come under any governmental influence. Individual governments do at times try to influence the NGO community in a particular field, by establishing NGOs that promote their policies. Also, in more authoritarian societies, NGOs may find it very difficult to act independently and they may not receive acknowledgment from other political actors even when they are acting independently. It is thus important for the NGO to have transparency in its operations and goals to be able to survive environmental turbulence (Josselin & Wallace, 2001).

1.1.5 Girl Child Network

Girl Child Network is a membership organization comprising of a wide spectrum of actors on issues of governance, Child protection, gender, democracy and governance, research, policy advocacy, education, health, capacity development, HIV/AIDS, emergency and response. As an NGO, Girl Child Network is an independent nonpolitical, non-religious and non-profit making organization registered in Kenya with regional operations.

Girl Child Network has a membership of 312 comprising of Non-Governmental Organisations, Faith Based Organizations', Community Based Organisations, individuals, Development partners and key line government ministries working to improve the status of children in Kenya with special emphasize on the education of girl child. The organization was born in 1995 as a follow-up of the Beijing platform for action and implementation of Article 12, the Girl Child and is governed by nine (9) board members elected after every three years. The secretariat is headed by an Executive Director who spearheads and coordinates the programmatic operations, supported by a team of twenty seven (27) qualified, competent and highly motivated professionals.

9

1.2 Research Problem

Strategic planning is the cornerstone of every organization without which the organization will never know where it is going—much less know if it ever got there. An important concept of strategic planning is an understanding that in order for an organization to flourish, everyone needs to work to ensure the team's goals are met (Johnson & Scholes, 1993). However, as much as strategic planning is important, what is of more importance is how it is practiced in the different institutions/organizations. According to the HR strategy theorists (Salaman, 1992; Tyson, 1997), 'the aims of the HR strategy process are typically concerned with devising ways of managing people which will assist in the achievement of organizational objectives. In addition, one can hope to see within the Strategy-formation process the 'official' version of how senior management believes these policies, practices and philosophies will contribute to organizational performance' (Tyson, 1997). A predominant theme in the research on HRM and performance is the view that identifiable strategy types exist and that subscription to one leads to superior performance.

NGOs are components of social movements within a civil society. There has been a challenge in defining clear strategic practices and HR in NGOs. Being nonprofit making, the quality of their services has suffered considerably in that most employees' level of morale and commitment to their work is low (Welbourne, 1999). Poor motivational techniques have increased dissatisfaction among employees. In addition, no clear performance indicators have been outlined for NGOs, which generally are non-investment organizations, and have no profit focus thus making it unclear on whether there is any linkage between strategic planning and performance in Non-Governmental Organisations like Girl Child Network. Decision makers and managers need to allow themselves to be in the process of decision-making. This decision making process will give the opportunity to decision makers and

managers to come up with alternatives, evaluate each of the alternative, and select the best alternative or solution to the problem. Welbourne (1999) suggested that human resource professionals play an important part in strategy formulation for company growth purposes since they develop policies and procedures to match the business strategy, and thus directly influence the development of the business. Additionally they recruit critical resources to enhance the departmental ability to implement human resource practices. Lloyd (1990), in Jurkiewicz and Giacalone, 2004) stated that organization high in workplace spirituality outperform those without by Eighty-six (86%) percent.

Locally, previous studies in this area reveal that none has specifically dealt with this subject in the context of an NGO. Kimemia (2006) conducted a study on Strategic Planning Practices in Public Secondary Schools in Kenya. Bahati (2006) focused on Strategic Planning Practices and challenges involved in strategic planning in microfinance institutions in Kenya. Nafula (2005) conducted a survey on Human Capital Practices among Sugar companies in Kenya. Musyoka (2008) focused on Human Capital Management practices adopted by the National Social Security Fund. Thus, the focus of this study is to address the knowledge gap by evaluating the direct relationship between strategic planning practices and the human resource in an NGO toward overall organization's performance.

This study therefore focused on the strategic planning and human resource performance and aimed at addressing the following questions:

i. What strategic planning practices exist at Girl Child Network?

ii. What is the relationship between strategic planning practices and human resource performance at Girl Child Network?

1.3 Research Objectives

This study had the following two major objectives:

i. To establish the existing strategic planning practices at Girl Child Network

ii. To examine the relationship between strategic planning and human resource performance of employees at Girl Child Network

1.4 Value of the Study

The purpose of this study was to review the measures of organizational performance that have been used in strategic HRM research, and to provide some recommendations on how the field can expand both its conceptual definition of performance, especially with respect to strategic planning process of Non-Governmental Organizations. The management of Girl Child Network and other NGOs will be able to use this study as a management reference point for strategic planning being put in place, both present and future, thus ensuring their efficiency in Human resource productivity.

It would also be of value to management practitioners and consultants as it would provide a corporate lesson of the strategies to be employed and those to be discarded and the relative importance of each. The study would also form good literature upon which further research on strategic planning practices and human resources will be based. The literature will be valuable to the academicians and researchers in Kenya for academic purposes in learning on the significance of strategic planning practices on human resource performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the past or previous studies that have been done on strategic planning and human resource performance. The chapter is hence broken down into concept of strategy planning, strategic human resource planning, human resource planning practices designing the human resource management system, workforce planning, investing in human resource development and performance and assessing and sustaining organizational competence and performance

2.2 Concept of Strategy

Strategy is a plan of action to develop a business competitive advantage and compound it. It is the determination of long term goals and objectives of an enterprise, adoption of courses of action and the allocation of resources necessary for carrying out these goals. It is the art that takes in to account the position of the company by recognizing its strengths and weaknesses (Stoner et al, 2000). Strategic Human Resource planning practices require to be managed in line with the main company strategic management.

Strategy according to Chandler (1962), is the determination of the basic long- term goals and objectives of an enterprise, and the adoption of courses of action and allocation of resources necessary for carrying goals. Cole (1996), argues that strategic management is a process directed by top management to determine the fundamental aims or goals of the organization and ensure a range of decisions, which will allow for the achievement of those aims and goals in the long term, while providing for adaptive responses in the short term.

Planning is therefore an activity that involves decisions about the ends, that is, aims /objectives and the means/ plans of achieving those objectives and the policies to be developed to achieve the intended results or objectives. Planning involves selecting missions and objectives and the action to achieve them. It requires decision making that is choosing among alternatives future courses. Strategic Human Resource planning is a major component of human resource management process which is concerned with defining ends, means and conduct at every level of organizational life (Cole 1996).

2.3 Strategic Human Resource Planning

Strategic planning can be seen as a goal setting in any given organization (Charles, et al 2005). The goal setting theory is a process theory of motivation that focuses on the process of what to be achieved by an organization in the long run. Individuals are motivated when they behave in ways that move them to certain clear goals that they accept and can reasonably expect to attain. Strategic planning is the process undertaken to develop a range of steps and activities that will contribute to achieving the organizational goals and objectives. There are five general steps in the strategic planning process: objective setting, situation analysis, alternative consideration, implementation and evaluation.

For strategic process to succeed we need to set the objectives of the organization, analyze the external environment and the internal resources available to meet the objectives, look for alternatives, implement the plans putting in place appropriate policies that will give positive results (Cole, 1996). Planning is thus required to provide the strategic dimension of the firm. Wadsworth and Staiert (1993) proposes that in order to start the strategic planning process, a company ought to analyze its current condition which will entail a

Strength/Weakness – Opportunity/threat (SWOT) analysis. Defining company Strength and weakness is instrumental in understanding where the company is now and where it is going, while objectives indicate tangible areas where the organization wants to make progress. Bradford and Duncan, (2000) looks at Strategic Plan as the process of an organization determining where it is going, by first realizing where it stands, then determining where it wants to go and how it will get there.

Most of the best placed organizations' human resource planning processes not only defines what will be accomplished within a given timeframe, but also the numbers and types of human resources that will be needed to achieve the defined business goals. The planning processes will clearly define the number of employees, the required competencies; when the employees will be needed and the best HR Practices that will help achieve the strategic company objectives. Strategic Human resource planning in organizations requires setting of goals and choosing the means to achieve those goals more competitively. The greatest benefit of strategic planning is that it encourages managers to take a holistic view of the business and its environment (Wilson, 1998).

Without strategic plans, managers cannot know how to organize people and resources effectively. Major objective of strategic planning is to promote strategic and adaptive thinking for the expressed purpose of effective organization- environment alignment (Aram & Cowen 2000). Without plan Human resource staff cannot draft their policies with confidence or expect others to follow them, and without Human resource plan the other departmental managers and their followers have little chance of achieving their goals or knowing when and where they stray from their plan. Human resource planning is thus seen to be crucial for any business to achieve its objectives. According to Ansoff, (1984)

Strategic planning sets the goals and objectives to be met and aligns the resources to the staff with the core competence profiles to deliver on the objectives. Human resource planning refers to the human resources department approach both formal and informal to prepare for some future state. The strategic plan describes the path the department will follow in order to reach the desired future described in the organizations' vision statement (Christensen & Fahey 2004).

A clear strategic human resource plan is important because it helps to align the efforts of departments and individuals. It establishes priorities and determines how the organization's human resources are allocated. A strategic plan defines goals and objectives that will assist management in assessing progress towards the desired future state (Thomas, 2004). Strategic human resource planning enables performance standards to be set and results can therefore be compared with the standard to enable human resource managers to see how their department is proceeding towards its goals and the goals of the organization as a whole.

The first of these areas will entail a careful consideration of existing or developing plans and strategies to identify and draw attention to common themes and implications, which have not been made explicit previously. The second area should be about identifying which of these plans and strategies are so fundamental that there must be clear plans to address them before the organization can achieve on any of its goals. Lerner, (1999) argues that strategic planning becomes an organizational norm, deeply embedded within the organization's decision-making process, and participants learn to think strategically as part of their regular daily activities. The Strategic HR planning can add value to the main organization plan if it takes into account the changes in the wider environment, which are likely to have a major

impact on the organization, such as: changes in the overall employment market - demographic or remuneration levels, cultural changes which will impact on future employment patterns, changes in the employee relations climate. Scanning of the external market will enable the Human resource management team to know the Strengths, weaknesses, opportunities and threats. According to (Johnson, 2000) the Strategic Human Resource planning activities/ practices include; setting the strategic direction, designing the Human Resource Management System, planning the total workforce, generating the required human resources, investing in human resource development and performance and assessing and sustaining organizational competence and performance.

This is as shown in the diagram below:-

```
┌──────────────────────┐      ┌──────────────────────┐      ┌──────────────────────┐
│ Strategic Direction  │      │ Human Resource System│      │ Planning the Total   │
│ The strategic        │      │ Shaping HRM for      │      │ Workforce            │
│ direction and        │ ───► │ organization success │ ───► │ Deciding the numbers │
│ outcomes that the    │      │                      │      │ and competence of    │
│ organization seeks to│      │                      │      │ personnel to         │
│ achieve              │      │                      │      │ organization requires│
└──────────────────────┘      └──────────────────────┘      └──────────────────────┘

        ┌──────────────────────┐            ┌──────────────────────┐
        │ Assessing and        │            │ Generating Required  │
        │ Sustaining           │            │ Human Resources      │
        │ Organization         │            │ Attracting, accessing│
        │ Competence and       │            │ and initially        │
        │ Performance          │            │ assigning people     │
        │ Measuring the        │            │ needed in the        │
        │ organizational       │            │ organization total   │
        │ progress towards its │            │ workforce            │
        │ desired outcomes and │            └──────────────────────┘
        │ adjusting the system │
        └──────────────────────┘

        ┌──────────────────────────────────────────────────────────┐
        │ Investing in Human Resource Development and Performance   │
        │                                                          │
        │ Developing and verifying competence in performance in    │
        │ individual groups and teams in organization's total      │
        │ workforce.                                               │
        └──────────────────────────────────────────────────────────┘
```

Source: Johnson. G. (2000) A strategic Human Resource Management system for the 21st Century, Noval personnel Task force (page 157)

Figure 2.1: Human Resource Management System

Strategic human resource planning consists of a number of objectives, but all the objectives must be closely aligned to overall business goals in order to be effective. Therefore, human resources executives must demonstrate the employer's return on investment through strategic activities (Sullivan & Richardson 2011). Strategic activities are forward-thinking processes that support business growth through recognition of the value of human capital. In essence, Strategic HR planning should aim to capture "the people element" of what an organization is hoping to achieve in the long term, ensuring that it has the right people in place, it has the right mix of skills, employees display the right attitudes and behaviours, and employees are developed in the right way (Pfeffer 1994).

McDaniel (2005) argues that the right strategic human resource planning will add value to the organization if it articulates more clearly some of the common themes which lie behind the achievement of other plans and strategies, which have not been fully identified before; and identifies fundamental underlying issues which must be addressed by any organization or business if its people are to be motivated, committed and operate effectively. Planning must be flexible to deal with the changing environment (Cole, 1996). The higher the hierarchy of management, the more attention is paid in planning, particularly in setting out goals and strategies for a long period ahead.

The human resource management should consider the activities that all the departments are involved in so that they may plan towards achieving the demands of the whole organization (Guest, 1997). This planning should be continuous and should also be aligned to the external environment. Strategic planning that takes into account the dynamic changes of both the internal and external environment will minimize risks and uncertainties (Mc Kernian, 2006). Increased uncertainty causes panic and confusion leading to increased loses and unnecessary

wastage of resources therefore to avoid unnecessary loses all managers should be involved in planning. Feurer and Chaharbaghi K. (2007) argues that strategic planning aims at maximizing the performance of an organization by improving its position in relation to other organizations operating in the same competitive environment. Given the above arguments, it follows that adoption of strategic human resource planning practices has helped in improving the operations and performance of organizations.

2.4 Human Resource Planning Practices

Johnson (2000), argues that the Strategic Human Resource planning Practices should start by setting the strategic direction, designing the Human Resource Management System, planning the total workforce, generating the required human resources, investing in human resource development and performance and assessing and sustaining organizational competence and performance.

2.4.1 Setting the Strategic direction

Setting strategic direction for an organization involves putting into consideration its vision statement. The vision may sound nice and even inspiring but unless the vision directs action, it will be considered useless. A company's vision lays out a destination, the destination guides the organization's strategy, and strategy chooses action and it's action that leads to success. In those moments of action, having clear direction is crucial for building momentum (Bradford and Duncan, 2000). The Human resource personnel comes up with strategic plan that focuses on aligning human resource policies to support the accomplishment of the Company's mission, vision, goals and strategies. Strategic planning as stated by Gray (2006) is no longer an added managerial duty, but a way of thinking about a business and how to run it.

The business' goals sit at the heart of any HR strategy and in order to align business and HR you need to come up with strategies that will help deliver the organization's business goals. The management starts by looking at what the external environment offers or requires in relation to the company vision, mission, values and goals in order to achieve the organization's Objectives. A strategic plan defines goals and objectives that will assist management in assessing progress towards the desired future state (Thomas, 2004). Strategic human resource planning enables performance standards to be set and results can therefore be compared with the standard to enable human resource managers to see how the their department is proceeding towards its goals and the goals of the organization as a whole.

Strategic planning sets the goals and objectives to be met and aligns the resources to the staff with the core competence profiles to deliver on the objectives (Ansoff 1984). Many organizations cite their people as their primary source of competitive advantage. Successful companies continuously identify and adopt innovative human resource management policies and practices to sustain that advantage. More importantly, they structure work and design training, performance management, pay, and reward policies to help members of the organization succeed in achieving desired organizational outcomes. In other words, they integrate and align HRM policies and practices to reinforce employee behaviors that can best realize the leaders' strategic intent.

In the most successful companies, the set of policies and practices that collectively make up a company's HRM system is the critical management tool for communicating and reinforcing the leaders' strategic intent. According to Bradford and Duncan, (2000) Strategy links the destination (vision) with current reality and applies to the whole company, and

answers the question "How will we reach our vision, given current market conditions, competitive scenario and regulatory environment?''. In order to succeed in setting the strategic direction, Johnson, (2004) states that the head of Human resource department ought to; conduct an external environmental scan and evaluate its impact on the organization, identify the organization's vision, mission and guiding principles, identify the mission's outcomes and strategic goals, consult all relevant stakeholders and evaluate the impact of legislation on the organization.

The human resource management should consider the activities that all the departments are involved so that they may plan towards achieving the demands of the whole organization. This planning should be continuous and should also be aligned to the external environment. Strategic planning that takes into account the dynamic changes of both the internal and external environment will minimize risks and uncertainties. Increased uncertainty causes panic and confusion leading to increased loses and unnecessary wastage of resources. In order to meet the set objectives of an organization, the senior executives should plan the direction of the organization while managers at various levels prepare plans for their own section, which are part of the overall aims of the organization (Pearce & Robinson, 1991).

Setting a strategy that will make an organization gain more competitive advantage over its competitors is more ideal for any company aiming at increasing its competitive advantage over its rivals and more so its profits. In order for a company to achieve competitive advantage over its rivals in the industry the HR management of the company should set a strategies that will ensure they recruit highly skilled individuals, continuously train them and motivate them so that the employees work towards producing highly innovative quality

products and services. Fillippi (1990) argued that competitive advantage is gained through use of a business strategy by a firm through manipulating the various resources over which it has direct control. These resources have the ability to generate competitive advantage Superior performance outcomes and superiority in production resources reflects competitive advantage and leads to a firm achieving more sales for its products and services.

Christensen & Fahey (2004) stated that the attributes that an organization develops enables it to perform at a higher level than others in the same industry or market. The study of such advantage has attracted profound research interest due to contemporary issues regarding superior performance levels of firms in the present competitive market conditions. According to Barney (1991) a firm is said to have a competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any current or potential player. Successfully implemented strategies will lift a firm to superior performance by facilitating the firm with competitive advantage to outperform current or potential players.

Shander (1996) lists among the new corporate realities the fact that strategic Human development actions be aligned with corporate business strategies. A good approach in selecting the appropriate HRM policies, procedures and practices is to identify the appropriate HRM practices which support the organization's strategic intent as it relates to recruitment, training, career planning and reward management. Designing a sound human resource management system one is required to identify appropriate human resource plans, policies and practices needed to support organizational objectives, identify relevant human resource best practices and conduct an employment systems review. Setting strategic

direction is seen as part of Human resource planning process since it takes in to consideration ones plan as to where he would want his business to be in the future. This allows one to work backwards by selecting future targets, developing strategies to achieve those targets and then communicating the direction the business is taking to his team (Patrick et al 2003).The plans one puts in place may not be definitive and they are likely to change as time goes by, but they should give a general direction for the business that is strategically aimed at achieving certain outcomes. Any strategic direction or targets that are in place should be adaptable and changes should be made to reflect changes in the market.

2.4.2 Designing the Human Resource Management and Performance System

This stage focuses on the selection, design and alignment of HRM plans, policies and practices. Various options may be open to the organization such as drawing on industry best practices. Emerging HRM policies and practices range from outsourcing certain non-core functions, adopting flexible work practices (telework, work from home) and the increased use of information technology. According to Gilley and Maycunich (2000), most development programs are not linked to strategic business goals of the organization.

Particular HRM policies and practices may be necessary to support strategic organizational objectives, such as improving the retention of women in the organization or promoting diversity, especially the representation of designated groups amongst senior management. Robert Lussier (2009) argued that after attracting and developing employees, an organization must have human resources systems to retain employees. Retaining key workers is ranked as the most initial factor to business.

Employee turnover can reduce overall efficiency, profitability and morale. Organizations should have systems that ensure they retain their employees rather than focus on recruiting new workers. The HR management should also plan on the systems that will ensure their corporate department is well equipped with individuals who will pursue achieving good corporate reputation (Grant, 1998).

Corporate Reputation or Image management is founded upon modern cooperate identity practices and the marketing premise that everything an organization does, and does not do, affects the perception of that organization and its performance, products, and services. According to Riel, (2005) these perceptions affect its ability to recruit the financial resources, people and partnerships it needs to attain its goals and objectives. Other departments such as production should be geared to working towards cost reduction while at the same time producing products that will move fast as the sales department carry its sales obligation. The HR department should ensure the systems in all the departments are set in a good way to allow easy achievement of the organization's objectives as they interact towards achieving the final product or service (Lawrence & Lorsch, 2009).

The HRM team should define the system's functional architecture in terms of the operations/events that must be performed in order to meet the mission goals of the system; define measures of performance and the metrics by which the performance of the system will be assessed (Bradford and Duncan 2000). The required infrastructure that will maintain or support the system should be identified. Definition of personnel requirements is also important. The Personnel factors include the abilities, skill levels, experience, physical constraints and force management policies needed to execute the required tasks. Define

Training Requirements: Define the required instruction and applied exercises, to include measurable and specific performance level, for acquiring and retaining knowledge, skills and abilities (KSAs) necessary to prepare personnel to operate, maintain and support all system components in the required operational environment throughout the system life cycle (Patrick L. Burkhart and Suzanne Reuss (2003). Defining of Safety and training requirements will also be important in the organization's operations. The system structured by HR management should not only show differentiation in terms of specialization of tasks, but also in terms of the different orientation of the job-holders concerned and of the formality of the structure (Lawrence& Lorsch, 2009).

2.4.3 Workforce Planning

Workforce planning is a systematic process for identifying the human capital required to meet organization's goals and developing the strategies to meet these requirements. It's a systematic process that is integrated, methodical, and ongoing. It involves identifying the human capital required to meet organization goals, which consist of determining the number and skills of needed workers, where and when they will be needed. Johnson (2000) argument is that workforce planning is a continual process used to align the needs and priorities of the organization with those of its workforce to ensure it can meet its legislative, regulatory, service and production requirements and organizational objectives.

Workforce planning enables evidence based workforce development strategies (Rudolf Melik, 2010). Workforce planning can only make sense when seen in relation to business objectives. Planning of manpower is a resourcing activity since the basic demand of people springs from the organization's need to supply goods or services to its customers Cole (1993). Manpower resources can have a vital impact on an organization's objectives.

25

Without the required workforce an organization may not perform or outcompete well in its market area compared to its rivals. Workforce planning will also entail developing the strategies to meet these requirements, which involves identifying actions that must be taken to attract and retain the number and types of workers the organization needs (Sloan, Julie, 2010). Workforce planning is important in many ways in that the plan helps to map out contingencies, retain critical talent and bolster employer's brand for a more promising future.

Workforce planning is considered an interactive discipline (Aram and Cowan 2000). The cycle of workforce planning includes filling resource requests, analyzing resource utilization, forecasting capacity, managing and identifying the resources (human) to fill that capacity, and then re-starting the cycle. The HR management should plan to hire workforce who are multi - skilled and who can be moved around if need be. The human resource should also plan the next move in case some of its key employees leave in order to replace them when it's not too late (Cole, 2002).

Workforce Planning is the business process for ensuring that an organization has suitable access to talent to ensure future business success. That is why the organizations need to identify and reward the talent segments that will drive future growth or risk losing these employees when the economy improves. The company should also have plans for retention since many top talent employees are on high demand. Plans for layoffs should be done with care to avoid the potential damage to the company as a recovery gets under way. In other words; effective workforce planning is a continuous process that ensures an organization has the right number of people in the right jobs at the right time. Robert Lussier (2009) argues

that Human resource management process involves planning for attracting, developing and retaining employees. It is also known as staff process. For instance planning and compensation affect the kind of employees an organization can attract; labour relations affect planning; job analysis affects training. Workforce planning, as well as succession planning, has only recently enjoyed resurgence in popularity. This has been prompted by the need to develop employment equity and workplace skills plans and set numerical employment equity targets.

The failure of many organizations to develop and implement workforce planning is rather indicative of the lack of strategic planning itself. According to Michael Allison and Jude Kaye (2005), the overall Human Resource planning is to, ensure adequate human resources meet the strategic goals and operational plans of the organization - the right people with the right skills at the right time, to keep up with social, economic, legislative and technological trends that impact on human resources in one's area and in the sector, to remain flexible so that one's' organization can manage change if the future is different than anticipated. Workforce planning is not only concerned about numbers but also plans for training, for promotion and productivity all indicate the importance of getting the right kind of staff as well as the right numbers (Cole, 1993).

Planning the total human resource is a methodical process that provides managers with a framework for making human resource decisions based on the organization's mission, strategic plan, budgetary resources, and a set of desired workforce competencies (Mintzberg, 1990). Workforce planning is a systematic process that is integrated, methodical, and ongoing. It identifies the human capital required to meet organizational

goals, which consists of determining the number and skills of the workers required and where and when they will be needed. Finally workforce planning entails developing the strategies to meet these requirements, which involves identifying actions that must be taken to attract and retain the number and types of workers the organization needs (Fillippi, 1990). Cole (1993) argues that any manpower supply must commence with the existing state of the organization's manpower. The HR decision makers need to check on the numbers categories of staff they have ; the numbers in each category, the age and sex distribution within each categories, the skills and qualifications that exist, the number of staff suitable for promotion or re-deployment and the degree of success in recruiting particular categories of staff (Cole, 1996).

Workforce planning can be conducted for a department, division or for the organization as a whole. Whatever the level or approach being adopted, it must nevertheless be integrated with broad-based management strategies. In order to achieve the expected number of workforce the management should, determine the appropriate organizational structure to support the strategic objectives, structure jobs (competencies, tasks and activities) around key activities, develop a workforce plan designed to support the organizations strategic objectives and compile workforce profiles, identifying designated groups, an inventory of current workforce competencies, competencies required in the future and identified gaps in competencies (McClelland 2006). Generating the required human resources is the process that focuses on recruiting, hiring, classifying, training and assigning employees based on the strategic imperatives of the organization's workforce plan.

 The HR practitioner is required to design a comprehensive workplace skills plan that will help identify appropriate training priorities based on the organizations workforce needs now

and in the future (Sloan, 2010). Generation of required workforce will require the HR person to evaluate recruitment and selection practices in light of the organization's strategic objectives, develop and implement a comprehensive workplace skills plan, implement a learner ship strategy and adopt or clarify occupational levels and category classifications.

Effective workforce planning helps councils identify and plan how to tackle their current and future workforce challenges and priorities. It provides a sound basis for developing an effective workforce strategy (Sloan, J.2010).Workforce review activities are important for generating feedback information since the review tells the organization not only how well it is achieving its workforce plans, but also points the way to necessary changes in course that must be made at one or more points (Cole, 1996).

2.4.4 Investing in human resource development and performance

According to McGregor (1985) without productive employees, the organization is nothing and can do nothing. New concepts such as lifelong learning and recognizing prior learning should form an integral component of the process of investing in employees. Development plans should aim at increasing business skills, application of employee's competencies and the behavioural elements in order to contribute to an organization's effective performance. Employee training is an important task that aims at producing competent workforce.

The Skills Development legislation requires organizations to re-engineer their developmental methods and practices so as to increase their employee's core competencies. Human resources are the most dynamic of all organization's resources and need considerable attention from the organization's management in order to meet their full potential in their work (Cole, 1993). When planning to invest in human resource

development and performance the human resource staff should refer to the workforce planning strategy to ensure that they get more information on projected growth in the workforce or that promotional or whether career development opportunities are limited, The organization will hence come up with strategies aimed at employee retention if the company is experiencing slow growth. These strategies will be different with organizations which are experiencing considerable growth and expansion.

Bernardin and Russell (1998), suggest that the first step in training is to determine that the need for training actually exists. Needs assessment or needs analysis is the process of determining the organizations' needs, objectives and how problems can be met or addressed by training. Pfeffer (1994) describes a needs assessment as a three- step process that consists of organization analysis and person analysis. A systematic needs assessment can guide and serve as the basis for the design, development, delivery and evaluation of the training programs. Easterby – Smith and Lyles (2005) state that for knowledge to become a source of competitive advantage firms need to match their learning strategy with business strategy. In order to succeed in training the company should follow the three major phases for the training process as: - preparation for training, implementation of training and evaluation of training (Hall and Goodale, 1999).

Organizations need to direct their limited HR training investment effectively to best develop their human capital. Employees in the top evaluated jobs need training and development just to remain current in their fast-changing positions (Cole, 1993). High-performing employees should receive developmental opportunities as a reward. The primary goal is to invest in training that benefits an employee's career as well as the organization.

Common HR methods currently used for performance appraisals, job evaluation techniques, and compensation practices provide the basic inputs. The underlying relationships between these factors provide strategic guidance for investing in the development of human resources Charles J. Capps III, Patricia J. Capps, (2005). The main objective of employee training is to improve current performance and provide a suitably trained staff to meet present and future needs.

A person's knowledge and skills have to be improved and his attitude and behaviour modified by training and development to deliver effectively and efficiently (Cole 1996). Training is organized around the eight elements of: Defining objectives (tasks) Planning, Controlling, Evaluating, Motivating, Organizing, Briefing and setting an example. It is important that at an individual level, particularly for senior staff, that they feel their development needs are agreed and that they are provided with the skills to do their jobs. At a team level, this will define the individuals' ability to work flexibly with others and align individual and team skills and activities to business goals - all of which ensures that the organization is equipped to achieve its goals.

Talent management should also be emphasized since it's an important practice to all the organizations seeking growth and expansion. Talent Management according to Capelli (2000) is an approach that enables firms to understand the strategic nature of their employee base and to build value through the way they handle people. Companies that engage in talent management or Human Capital Management are strategic and deliberate in how they source, attract, select, train, develop, retain, promote, and move employees through the organization.

Talent management could be seen as a means or the management of high-worth individuals or can be seen as the issue of how talent is managed generally, that is, on the assumption that all people have talent which should be identified and liberated (David Watkins, 1998).Talent Management strategies deal with the process required to ensure that the organization attracts, retains, motivates and develops the talented people it needs (Armstrong, 2006).

Some of the Talent Management strategies that that companies have used to achieve their business objectives may include; use of selection and recruitment procedures that ensure good quality people are recruited, designing jobs and developing roles that give people opportunities to apply and grow their skills and provide them with autonomy, interest and challenge, providing talented staff with opportunities for career development and growth, providing scope for achieving a reasonable balance between working in the organization and life outside work, developing a positive psychological contract, developing the leadership qualities of line managers, recognizing those with talent by rewarding excellent, enterprise and achievements, potential and those who might leave the organization- introducing management succession planning procedures that identify the talent available to meet future requirements and indicate what management development activities are required.

According to Warf (2009), the strategic human resource planning practices were designed to diagnose firm strategic needs and planned talent development which is required to implement a competitive strategy and achieve operational goals. Huang (2001) states that an educated and well trained work force is considered to be essential to the maintenance of a business firm's competitive advantage in a global economy.Training and development activities have implications for attempts to motivate and empower the workforce with an

aim of improving performance as well as a method of motivating employees to feel part and parcel of the ever changing production techniques of the organization. It is therefore important to determine if organizations consciously align their training and development programs with the strategic goals of the business

2.4.5 Assessing and sustaining organizational competence and performance

Some few organizations effectively measure how well their different inputs affect performance. However, no measures may be in place for quantifying the contribution people make to organizational outcomes or, more important, for estimating how changes in policies and practices, systems, or processes will affect that contribution (Johnson, 2000). Employee performance appraisal is carried out within a practical context, which is essentially the day today business of the enterprise. What is being assessed in the first instance is the employee's performance in carrying out the general duties of his or her role together with any specific targets that have been set (Armstrong .M. 2006). Firms can use appraisal to assess a person's suitability for promotion either generally or with a specific job in mind and may use the same reports while planning promotion exercises in relation to individual's performance.

Some organizations may prefer to recruit staff who are already trained or professionally qualified. These organizations end up paying the top market rates for skilled staff and what they put into recruitment, selection and pay and benefits, they do not put into training and development. Competent workforce can be achieved through employee training. Competencies are defined as observable abilities, skills, knowledge, motivations or traits

defined in terms of the behaviours needed for successful job performance. (Cole 1996).Competence is a standardized requirement for an individual to properly perform a specific job. It encompasses a combination of knowledge, skills and behavior utilized to improve performance. More generally, competence is the state or quality of being adequately or well qualified, having the ability to perform a specific role. A person possesses a competence as long as the skills, abilities, and knowledge that constitute that competence are a part of that person, enabling the person to perform effective action within a certain workplace environment.

Competency-based management supports the integration of human resources planning with business planning by allowing organizations to assess the current human resource capacity based on their competencies against the capacity needed to achieve the vision, mission and business goals of the organization(Johnson, 2000). To be competent a person needs to be able to interpret the situation in the context and to have a repertoire of possible actions to take and have trained in the possible actions. Regardless of training, competence grows through experience and the extent of an individual to learn and adapt.

Performance results translate into Human resource activities. Other professionals will measure results using accomplishments not activities. The interest in quantifying the impact of Human resource practices on financial performance has led to a number of strides linking human resource practices to specific firm out comes (Snell and Dean 1992). We can therefore conclude that seeking to improve the performance of an organization; it's very helpful to regularly conduct assessments of the current performance of the organization (Johnson, 2000).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodologies that were used to carry out the study. Also in this chapter are the research design, data collection and instruments for data analysis.

3.2 Research Design

This study was conducted as a case study of Girl child Network. An intense and comprehensive study was conducted on the strategic planning practices in the organization. The chief benefit of a case study is that an entire organization can be investigated in depth and with careful attention to facts. This focus enables the researcher to cautiously study the order of events as they occur or to concentrate on identifying the relationships among functions, individuals or entities (Robison, 2003).

Case studies place more emphasis on a full contextual analysis of fewer events or condition, and their inter relations (Cooper & Schindler 2006). According to Mugenda and Mugenda (1999), human behavior is best explained by using qualitative research. Case studies provide focused and valuable insights to phenomena that may otherwise be vaguely known or understood. Other research studies that have used this design include Ochanda (2005) Mwangi, Odero, and Rinje (2006).

3.3 Data collection

Primary data sources were used in this study where data was obtained through interactive interviews. According to Mugenda and Mugenda (2008), primary data refers to data that the researcher collects from respondents while secondary data refers to data from other sources like records and documents, thus primary data is considered more reliable and up to date.

The main instrument of data collection in this study was interview schedule. Structured interview and in-depth interviews were the two types of interviews used in research evaluation by the researchers. In structured interviews, emphasis was to obtain answers to carefully phrased questions whereas under in-depth interviews, the interviewers sought to encourage free and open responses, and this allowed a trade-off between comprehensive coverage of topics and in-depth exploration of a more limited set of questions.

Patton (2002) asserts that, the quality of the information obtained through these methods is largely dependent on the interviewer's skills and personality. In-depth interviews also encourage capturing of respondents' perceptions in their own words, a very desirable strategy in qualitative data collection. In this study data was collected from senior staffs in Human Resource department, Finance department, administration department and operations department.

3.4 Data analysis

Data analysis is the whole process, which starts immediately after data collection and ends at the point of interpretation and processing data (Kothari, 2004). The nature of data collected was qualitative and was therefore analyzed using content analysis technique. Through content analysis, responses from different respondents were compared and summarized according to the objectives of the study.

Content analysis is a tool for measuring the content of communication. Its objective is to obtain a qualitative description of the manifest content of communication (Robison, 2003). It is suitable because of its flexibility and allows for objectivity (Cooper & Schindler, 2006). Research studies that have employed this technique include Khamis (2006), Rinje (2006) Ochanda (2005), Odero (2006).

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1   Introduction

This chapter presents data analysis and discussions. The study had two objectives namely; to establish the existing strategic planning practices at Girl Child Network; and to examine the relationship between strategic planning and human resource performance of employees at Girl Child Network.

Primary data was collected through in-depth interviews of senior staffs from Human Resource department, Finance department, administration department and operations department. The data was thereafter analyzed based on the objectives of the study and the findings are as presented as per the different classes underlined below.

4.2 Strategic Planning Practices

Strategic planning practices involve the "art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives". According to Zanetti and Cunningham (2000), setting of strategic planning practices is essentially the function of the top organizational leadership with the implementation process devolving downwards.

The study asked the interviewees various questions relating to strategic planning practices in GCN and obtained various responses. This was meant to indicate how implementation of strategic planning practices is fundamental in the functioning of the top organizational leadership in Girl Child Network based on available resources.

4.2.1 Vision and Mission Statements

The interviewees were asked if Girl child Network has a vision and mission statements. The interviewees confirmed that GCN has vision and mission statements, which are documented. Both the vision and mission statements are developed and reviewed at the end of every five years where necessary since the two statements are components of the organization's strategic plan.

Based on the findings, the Organization's vision is 'Envision a society that upholds and respects the rights of the girls as human rights'. Its mission is 'To advocate, promote and protect the rights of the girl child through advocacy, networking and capacity building of stakeholders'. The two mission statement normally gives the direction as to what, where, when and how of achieving the organisation's objectives.

4.2.2 Process of Developing Vision and Mission Statements

The interviewees were asked to tell the process of developing vision and mission statements in GCN. The respondents indicated that the organization vision and mission statements were developed through a participatory approach where GCN members, partners and staffs were involved in terms of ideas but also on the process of drafting the same.

They also indicated that the organization's top management team spearhead the development process in close consultation with the executive board and organizational development partners either directly or indirectly based on the organization policy guidelines and donor's requirements. In this case, they also stated that the senior management team eventually forwards the end product document to the executive board committee for proofreading and approval.

4.2.3 Communication of vision and mission to employees

The interviewees were asked to describe how vision and mission statements are communicated to employees. They reported that the vision and mission statements are communicated to employees through the organizational website, brochures, internal memos, policy documents and organizational strategic plan.

Other methods of communication mentioned were: induction of newly recruited staffs on the organizational policy documents like child protection policy that clearly stipulate the vision and the mission, the staffs are also taken through the organisations operations manual, finance manual, human resource manual and other policy related documents geared towards the organizational vision and mission. The respondent also indicated that Communication of the same is also done face to face and communicated during the weekly staff meetings.

4.2.4 Objectives for the organization

The interviewees were asked to verify whether there are objectives set for the organization. They confirmed the existence of objectives and stated that these were normally developed at the time of strategic plan development and act as a guide to the organization in her daily operations through out her implantation process.

The respondent mention the following as the organizations key objectives; to strengthen stakeholders' capacity to implement rights, based programs focusing on the girl child nationally, regionally and internationally; enhancing girl's participation in education through action implementation; enhancing protection mechanisms for the girl child and strengthening GCN institutional capacity through a participatory monitoring and evaluation.

4.2.5 Process of setting the objectives

The interviewees were asked to describe process of setting the objectives for the organization. They respondent that the process of setting objectives is normally done once within a span of five year and reviewed whenever necessary a process that is normally spearheaded by senior managers thorough a consultative process guided by the organization's vision and mission.

Through this participatory approach, the respondents stated that the executive committee/ board and other active organisational development partners are all involved and their ideas incorporated. The new ideas are thereafter presented to the general assembly with inclusion of expatriates' opinions where the final presentation and approval of the objectives is done and adopted by GCN members during the annual general meeting.

4.2.6 Kinds of plans and development Process

The interviewees were asked to state the kinds of plans that exist in GCN and the process involved in development of the same. They affirmed the existence of a strategic plan that covers a period of 5years. They also talked of a project implementation plan, project work plans, annual and periodical activity work plans, annual operational plan, budgetary plans as well as a monitoring and evaluation plans.

The respondent noted that members of the senior management in close consultation with the executive board and other development partner members spearhead the plans development process but maximum consultation of the individual officer directly involved in the implementation process is normally taken into consideration including the views of the beneficiaries.

4.2.7 Coordination of planning process

The study asked the respondents to describe how planning is performed at GCN. The interviewees stated that planning is normally based on the organizational set objectives, which work as a guide to show direction on what the organization want to achieve considering the period and the necessary resources.

The senior management normally lead this process with close consultations with the executive boards and junior staffs. The resulting document is eventually shared with senior staff, other staffs, board members and other development partners with key consultants / expert's involvement in the finalization process.

4.2.8 Existence of strategic plan and development

The study asked the respondents to state whether GCN has a strategic plan and a description of its development process. The interviewees confirmed the existence of a strategic plan and indicated that the plan covers a span of five years of implementation and regularly reviewed upon expiry of this period.

The strategic plan is developed by the senior management team and reviewed by the rest of the staff and GCN members/ other partners, thus it was developed through a consultative process where staffs are given opportunities to give their comments via a suggestion box, questionnaires and focused group discussions. The development also involves external stakeholders who are representatives of the beneficiary communities.

4.2.9 Procedure of implementing strategies at GCN

The interviewees were required to describe the procedure of implementing strategies at GCN. They indicated that the executive board through the executive director is involved in the implementation process by giving relevant directives to all the staff members as part of their mandate in ensuring that implementation is appropriately undertaken.

The respondent indicated that the process is based on a clear implementation plan with policies to guide the implementation process. Prior to strategy implementation, process needs assessment is conducted for capacity development and upon implementation, periodical monitoring and review is done to evaluate the implemented strategies.

4.2.10 Challenges in implementation of strategies

The interviewees were asked cite challenges GCN face in implementation of strategies and how they can be tackled. The respondents cited inadequate resources, inadequate time and low Human resource capacity. In response, development of more strategies for resource mobilization, implementation of good work plan, and periodical training and staff motivation were cited as the strategies required in tackling the challenges.

In addition they cited a bureaucratic system (bottleneck) of strategy implementation which should be handled by devising a more inclusive system through a bottom-up approach. The interviewees also indicated lack of child friendly and other relevant policies from the government side as a factor that hinder implementation of the existing strategies. In handling this, they advocated for putting into place relevant policies and ensure that these set policies are implementation.

Setting unrealistic objectives/ goals, which eventually becomes hard to achieve/ realize was also cited as a challenge by the interviewees. They suggested carrying out a need assessment to create room for capacity building awareness as a strategy to address this challenge.They also cited challenges resulting from government policies. To address this, the interviewees suggested ensuring that strategies set abides to the government policies, which are rigid and a times don't conform to organizational policies.

Another challenge that was mentioned by the interviewees is lack of a clear chain of command resulting to miscommunication and misinformation and noted that this can be addressed by ensuring clarity on the reporting procedures. Lastly the cited poor delegation and poor feedback system which can be addressed by ensuring purposive delegation as well as a systematic open and clear reliable feedback system that allows room for improvement.

4.3 Strategic Planning Practices and Human Resource Performance

The interviewees were required to indicate whether GCN has HR department in charge of all personnel-related matters to which they all affirmed the existent of the department.

4.3.1 Function of HR department in Personnel-related matters

The study asked the respondents to specify how the HR department has been in charge of all Personnel-related matters in GCN. The respondents stated that the department has been ensuring proper guidelines in terms of recruitment, development and maintenance of human resource through assessing employees' needs and carrying out capacity development to enhance their level of productivity. The department is also involved during advertisement, selection, recruitment, appraisal, staff capacity development and other general staff welfare.

However, the respondents indicated that the department is small, not well / fully established and thus some of these responsibilities are shared with the administration department. The respondents thus suggested that the HR department needs to be well staffed to fully handle human resource management issues. The study further asked the respondents to state if the HR department or any HR manager/officer gets involved in strategic planning; to which they all affirmed that the departmental head/manager is a member of the organisational senior management and thus he is well versed and fully involved in all human resource related matters.

4.3.2 Setting the strategic direction

In this part of the study, the respondents were required to state how setting of the strategic direction as a human   resource planning practice is done by Girl Child Network. They responded that both the vision and mission statements of the organization are set as a pathway to direct on what the organization wants to achieve within a specified period of time based on human resources and other resources available.

The statements were viewed as key components in setting out organization plans, implementation and achievement of set strategies. According to the respondents, the board of directors in consultation with senior management team spearheads the process. However, the respondents stated that the process is not well conducted as per the guidelines of the labor laws due to lack of adequate information by the individuals involved and advocated for the need for sensitization of the key individuals involved.

4.3.3 Designing the human resource management system in strategic planning

In this section of the study, the respondents were required to state how designing the human resource management system in strategic planning as a human resource planning practice is done by Girl Child Network. From the findings, the respondents indicated that the organization considers striking a balance on the number of human resource within the organization based on the financial and other resources available within a specific period.

The organization also considers the availability of necessary technical skills within the human resource department. According to the respondents, the Board of Directors in close consultation with the senior management team spearheads the whole exercise. The respondent also stated that the process is not all-inclusive as junior employees are never involved in the process.

4.3.4 Workforce planning

The study in this area required the respondents to affirm how Girl Child Network conducts workforce planning as a human resource planning practice. According to the interviewees, the HR department carries out workforce planning in consideration to the direction of organizational growth based financial resource and on other available related resources. It's therefore the responsibility of the human resource department to ensure availability of these necessary resources in terms of ideas and skills and at the right place and time for efficient and effective planning process.

The executive director with support from the senior management team spearheads the process in conjunction with the human resource department. However, the interviewees indicated at times, the process is implemented without preparations or prior plans, and thus the need to follow clear work plans by the involved departments to make the process more result oriented.

4.3.5. Planning human resource performance

The study required the respondents to state how planning human resource performance as one of the human resource planning practice is conducted by Girl Child Network in the course of her operations during project and program implementation process with an overall aim of enhancing human resource performance within the organisation.

The interviewees stated that it is achieved through regular staff appraisals, recruiting competent staffs, carrying out capacity development of staffs, improvising various motivational techniques and incentives as well as setting out targets for employees based on the objectives of each department. They stated that the senior management normally spearheads this process under the guidance of the human resource department.

4.3.6. Assessing and sustaining organizational competence and performance

The study required the respondents to indicate how assessing and sustaining organizational competence and performance as a human resource planning practice is conducted by Girl Child Network. In competence assessment, the respondents indicated that the organization carry out a periodic needs assessment to identify the areas of capacity development; carry out regular performance appraisals as well as by reviewing employee's periodic reports.

In sustaining performance, the organization conducts capacity development of staff achieved through trainings, improvising staff motivational techniques, organizational policies induction, and by setting realistic goals and objectives as well as encouraging employees to observe timelines. The senior management spearheads the entire process in consultation with the HR department.

4.3.7 Other Human Resource strategies and processes adopted

The study sought to find out on other Human Resource (HR) strategies and processes adopted by Girl Child Network during the organizations normal process of operations. The respondent confirmed several strategies and processes adopted by the organization which included: staff retreats aimed at promoting teamwork, participatory leadership to enhance innovation and creativity, consultative and constructive leadership, open discussions, competitive recruitment process, identification of training needs through capacity assessment, purposive capacity building of staffs as well as open door communication policy.

All these mentioned strategies and processes were aimed to motivate the organisation's employees with an aim of maintaining them as well as ensuring that they have necessary skills to enhance their efficiency and effectiveness as a way of ensuring increase on their level of productivity and also to appreciate them for their efforts and commitment in performance of their mandated tasks within the organization which is normally view as one of the sustainability strategy for the organisation. Timely implementation of set target also ensures since employees are in a position to achieve the objectives of their plans thus avoiding stress that may be a hinder their expected level of performance.

4.3.8 Strengthening the relationship between strategic planning and human resource performance

In this part, the respondents were asked to recommend the various ways of strengthening the relationship between strategic planning and human resource performance in Girl Child Network. The respondents cited several strategies such as; provision of guidance and counseling to non-performing employees; offering competitive allowances as per the prevailing market rates; implementing more programmes on staff capacity building to enhance individual skills.

The respondent also mention other effective measures of strengthening the relation ship between strategic planning and human resource performance such as; reducing the level of bureaucracy for timely decision making; implementing clear policies on employee's benefits (e.g. pension schemes and attractive retirement benefits); implementing strategic open door policy communication system; advocating for participatory and consultative process; advocating for purposeful delegation and encouraging open door communication policy across departments.

The respondent also cited on the need to strengthening human resource department with related relevant skills and ensuring that a roles and responsibilities are clearly defined within the systems and that organisational policies are follow to the letter without fear or favor in ensuring that both individual and organisational interests are well taken care of thus avoiding related conflict of interest among all parties involved in running the affairs of the organisation.

CHAPTER FIVE

SUMMARY, DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter presents a summary, conclusions and recommendations of the study. This study focused on the relationship between strategic planning practices and human resource performance. This study had two objectives: to establish the existing strategic planning practices at Girl Child Network; and to examine the relationship between strategic planning and human resource performance of employees at Girl Child Network.

5.2 Summary

From the findings, Girl child Network has vision and mission statements, which are well documented. From the findings, vision and mission statements were developed through a participatory approach involving organizational members, partners and staffs. The senior management consulted with the executive board members, who proofread and approved both the organisational vision and the mission statement.The vision and mission statements are communicated to employees through internal staff meetings, internal memos, organizational strategic plan, organisational policies documents like child protection policy and operations manuals, internal memos as well as brochures and organizational website.

From the findings, the following are the key objectives of Girl Child Network: Strengthening stakeholder's capacity to implement right based programs focusing on the girl child nationally, regionally and internationally; enhancing girl's participation in education through action implementation; enhancing protection mechanisms for the girl child and finally to strengthen GCN institutional capacity through participatory monitoring and evaluation.

From the findings, strategic plan, project implementation plan, project work plans, annual operational plan, annual and periodical activity work plans, monitoring, evaluation plan, and budgetary plan are normally developed at GCN. The process of plan development is normally spearheaded by members of the senior management in close consultation with the executive board and key GCN development partners.

From the findings, planning at GCN is normally based on the organizational set objectives, which work as a guide to show direction on what the organization want to achieve considering the time and the necessary resources. In addition, a 5 years strategic plan at GCN is developed through a consultative process where staffs are given opportunities to give their comments via a suggestion box, questionnaires and focused group discussions. From the findings the procedure of implementing strategies at GCN, involve executive director who gives relevant directives to all the staff members based on a clear implementation plan and set organizational policies that usually guide the operations process. The executive director with support from the senior management team spearheads the process in conjunction with operation department.

From the findings, inadequate resources, inadequate time, inadequate human resource capacity, bureaucratic system, lack of child friendly and other relevant policies from the government side, setting unrealistic objectives/ goals, strict government policies, lack of clear chain of command resulting to miscommunication, poor delegation as well as poor feedback system are the challenges that GCN face in its strategy implementation process.

From the findings, the HR department has been in charge of all Personnel-related matters in GCN. It ensure proper guidelines in carrying out staff capacity assessment and development aimed at enhancing employees level of productivity, it also plays a key role in

advertisement, selection, recruitment, appraisal and other general staff welfare. In setting the strategic direction as a human resource planning practice, the organization adheres to the vision and mission statement of the organization that direct on what it wants to achieve based on time, human and financial resources available. From the findings, designing the human resource management system in strategic planning as one of the human resource planning practice is done in Girl child Network by striking a balance in terms of the number of human resource in the organization and other resources available including financial resources within a specific period of time. The organization also considers the availability of necessary skills within the human resource department. In addition, workforce planning as a human resource planning practice is conducted by Girl Child Network where the HR department ensures availability of necessary resources in terms of ideas and skills for planning purposes.

From the findings, planning human resource performance as a human resource planning practice is conducted by Girl Child Network through: appraisals, recruiting competent staffs, carrying out capacity development of staffs, improvising various motivational techniques and through setting out targets for employees depending on the objectives of each department. In assessing and sustaining organizational competence and performance the organization carry out a periodic needs assessment to identify the areas of capacity development. This is normally achieved by carrying out regular staff performance appraisals as well assessing periodic staff weekly, monthly and continues activity reports. In sustaining employee's performance, the organization conducts capacity development of staff through trainings, offering staff motivational techniques like incentives, emphasize by setting realistic goals and objectives as well as observing set timelines a process that is usually spearheaded by members of the senior management.

From the findings, staff retreats to promote teamwork, participatory leadership to enhance innovation and creativity, consultative and constructive leadership, open discussions, enforced communication, competitive recruitment process, identification of training needs through capacity assessment, purposive capacity building for staffs, as well as open door policy are other Human Resource (HR) strategies and processes adopted by Girl Child Network.

5.3 Discussion of the findings

From the findings, Girl child Network has vision and mission statements, which are well documented. This is in line with Thompson et al, (2007) who stated that a clearly articulated strategic vision communicates management's aspirations to stakeholders and helps steer the energies of company personnel in a common direction. The vision and mission statements were developed through a participatory approach involving organizational members, partners and staffs. The senior management consulted with the executive board members, who proofread and approved both the organisational vision and the mission statement. Strategic plan, project implementation plan, project work plans, annual operational plan, annual and periodical activity work plans, monitoring, evaluation plan, and budgetary plan are normally developed at GCN. The process of plan development is normally spearheaded by members of the senior management in close consultation with the executive board and key GCN development partners Thus the process is participative, formal, highly ordered and neatly integrated process depicting a planning mode as argued by Mintzberg (1978).

From the findings, a 5 years strategic plan at GCN is developed through a consultative process where staffs are given opportunities to give their comments via a suggestion box, questionnaires and focused group discussions. This conforms to Pearce et al (2006) who

argued that strategic planning includes specifying the major tasks to be carried out and the desirable changes in the resource mix of the organization as well as the mandate of each department in the organization and the information systems to be put in place to monitor progress and resource planning. Aaltonen and IKavalko (2002) argued that challenges in strategy implementation are cultural and behavioral in nature, including the impact of poor integration of activities, lack of understanding of a strategy and diminished feelings of ownership and commitment. These challenges are highly depicted in GCN such as; inadequate resources, time, human resource capacity, bureaucratic system, lack of child friendly and other relevant policies from the government side, lack of clear chain of command resulting to miscommunication, poor delegation as well as poor feedback system.

The HR department should ensure the systems in all the departments are set in a good way to allow easy achievement of the organization's objectives as they interact towards achieving the final product or service (Lawrence & Lorsch, 2009). From the findings, the HR department has been in charge of all Personnel-related matters in GCN. It ensure proper guidelines in carrying out staff capacity assessment and development aimed at enhancing employees level of productivity, it also plays a key role in advertisement, selection, recruitment, appraisal and other general staff welfare. In setting the strategic direction as a human resource planning practice, the organization adheres to the vision and mission statement of the organization that direct on what it wants to achieve based on time, human and financial resources available.

A strategic plan defines goals and objectives that will assist management in assessing progress towards the desired future state (Thomas, 2004). Strategic human resource planning enables performance standards to be set and results can therefore be compared with

the standard to enable human resource managers to see how their department is proceeding towards its goals and the goals of the organization as a whole. From the findings, designing the human resource management system in strategic planning as one of the human resource planning practice is done in Girl child Network by striking a balance in terms of the number of human resource in the organization and other resources available including financial resources within a specific period. Johnson (2000) argument is that workforce planning is a continual process used to align the needs and priorities of the organization with those of its workforce to ensure it can meet its legislative, regulatory, service and production requirements and organizational objectives. Workforce planning enables evidence based workforce development strategies (Rudolf Melik, 2010).

Girl child Network also considers the availability of necessary skills within the human resource department. In addition, Girl Child Network conducts workforce planning as a human resource planning practice where the HR department ensures availability of necessary resources in terms of ideas and skills for planning purposes. The executive director with support from the senior management team spearheads the process in conjunction with operation department. Lerner, (1999) argues that strategic planning becomes an organizational norm, deeply embedded within the organization's decision-making process, and participants learn to think strategically as part of their regular daily activities. The Strategic HR planning can add value to the main organization plan if it takes into account the changes in the wider environment, which are likely to have a major impact on the organization, such as: changes in the overall employment market - demographic or remuneration levels, cultural changes which will impact on future employment patterns, changes in the employee relations climate.

Scanning of the external market will enable the Human resource management team to know the Strengths, weaknesses, opportunities and threats. According to Gilley and Maycunich (2000), most development programs are not linked to strategic business goals of the organization. Robert Lussier (2009) argued that after attracting and developing employees, an organization must have human resources systems to retain employees. Retaining key workers is ranked as the most initial factor to business. Employee turnover can reduce overall efficiency, profitability and morale. Organizations should have systems that ensure they retain their employees rather than focus on recruiting new workers.

From the findings, staff retreats to promote teamwork, participatory leadership to enhance innovation and creativity, consultative and constructive leadership, open discussions, enforced communication, competitive recruitment process, identification of training needs through capacity assessment, purposive capacity building for staffs, as well as open door policy are other Human Resource (HR) strategies and processes adopted by Girl Child Network.

5.4 Conclusion

The study concluded that for successful development, implementation and strengthening of vision and mission statements, organizations should embrace a participatory approach process that involves the senior management, partners, and staffs as well as ensuring communication of the same to the rest of the staffs as required. From the findings, communication of vision and mission statements to employees at GCN is conducted through internal memos, policy documents, organizational strategic plan and through policy documents like the child protection policy as well as through operation manuals.

The study concludes that GCN sets objectives includes: intensifying stakeholder's capacity to employ right based programs focusing on the girl child nationally; enhancing girl's participation in education through action implementation; and strengthening GCN institutional capacity through participatory monitoring and evaluation.

The result of this study reveals that GCN involves senior management in consultation with the executive board and partner members in developing strategic plan, project implementation plan, project work plans, annual operational plan, regular and periodical activity work plans, monitoring and evaluation plan as well as in the development of budgetary plans. Her 5 years strategic plan is developed through a consultative process where staffs are given opportunities to give their ideas and other related inputs.

The results of this study reveals that GCN faces inadequate resources, inadequate time and low Human resource capacity, bureaucratic system, strict government policies, lack of clear chain of command resulting to miscommunication, poor delegation as well as poor feedback system in implementation of its strategies. The HR department at GCN handles all Personnel-related matters that include advertisement, selection, recruitment, appraisal, staff capacity development and other general staff welfare. In setting the strategic direction as a human   resource planning practice, the organization adheres to her vision and mission statement that direct on what is to be achieved within a specified period.

The study concludes that in GCN, designing of human resource management system in strategic planning is conducted by striking a balance on the number of human resource in the organization in consideration of other resources including financial resources available within a specific period. The results of this study reveal that workforce planning in Girl Child Network involves HR department, which ensures availability of necessary resources

in terms of ideas and skills for planning purposes. The result of the study also reveals that the process of planning and maintaining human resource performance in GCN is achieved through appraisals, recruiting of competent staffs, carrying out staff capacity development, improvising various motivational techniques and by setting out targets for employees depending on each department's objectives. In assessing and sustaining organizational competence and performance the organization carry out a periodic needs assessment to identify the areas of capacity development, this is normally achieved by carrying out a regular performance appraisals as well as through evaluating employees periodic reports.

While in sustaining performance, the results of this study reveals that GCN conducts capacity development of staff through trainings, implementation of various staff motivational techniques, emphasizing on understanding as well as adherence to set organizational policies, setting realistic goals and objectives as well as observing timelines. The executive director as a representative of both the executive board and the secretariats spearheads the entire process by observing both upward and downwards consultation from the executive board and other members of the senior management.

Based on the result of this study, it's evident that GCN top management that includes the HR and operations manager plays a key role in formulation of strategic planning practices and were also directly involved in the implementation process. Further to this, they are also involved in the devolution of such strategic planning practices into measurable and achievable goals and objectives. The setting also indicated that there was a downward trickle of authority to incorporate input from section heads, departmental heads and project coordinators.

5.5 Limitation of the study

This research was a case study and therefore the research was limited to Girl Child Network on strategic planning practices and its influence on human resource performance only in this organization.

Due to limitation of resources, the researcher did not manage to visit other GCN regional offices and her development partners to collect their view on the topic of study which would have provided a better view in terms of inclusiveness and participation on key processes.

It's also important to note that the data collected from the respondents may suffer from personal biases and may therefore not fully represent the opinion of Girl Child Network in same cases.

5.6 Recommendations

From the foregoing findings and conclusions, the study recommends that in order for the department of HR in GCN to ensure efficient in performance of personnel-related matters, it needs to be well staffed in order for it to fully handle human resource management issues. The organization also needs to provide guidance and counseling to non-performing employees as this will ensure that they are well versed with their duties in accordance to the set organizational objectives as well as the mission and vision statements.

To enhance productivity, the study recommends that GCN should consider offering competitive allowances as per the prevailing market rates, the study also recommend the need for the organization to implement clear policies on employee's benefits (e.g. pension schemes and attractive retirement benefits) as this will also ensure staff retention.

The study also recommends the need for the organization to consider implementing more programmes on identification of training needs through effective capacity assessment methods as well as purposive staff capacity building to enhance individual skills. In addition, to ensure effectiveness, the organization should also consider reducing the level of bureaucracy for timely decision-making; implementing strategic communication system; advocating for participatory and consultative process which will all aim at strengthening the link between strategic planning and human resource performance.

Further, equipping HR department with relevant skills, setting out a clear mandate, systems as well as advocating for purposeful delegation and open door policy will result to enhanced staff productivity, innovation and creativity. There is also need for the GCN to develop a consultative and constructive leadership style that will ensure free flow of information and constructive feedback process.

5.7 Suggestions for further Research

The study focused on strategic planning practices and human resource performance at Girl Child Network. The study recommends on the need to conduct a further research on specific factors affecting strategic planning at Girl Child Network. This will allow exposure of critical success factors that can aid in enhancing strategic planning in the organization with an overall objective of influencing the level of efficiency and effective thus the organisational level of productivity.

Future researchers can also purpose to evaluate the influence of corporate, organizational culture and individual culture on strategic planning practices and the end effect that this may have on the employees' performance and contribution of the same on both individual performance and organizational performance.

5.8 Implication on Policy, Theory and Practice

The management of Girl Child Network will use this study as a management backdrop point for strategic planning, thus ensuring competence in Human resource output. It will provide management practitioners and consultants with a corporate lesson of the strategies to be employed and those to be discarded and the relative importance of each of these strategies.

The study formed a better understanding of goal setting theory (a process theory of motivation that focuses on the process of what to be achieved by an organization in the end). Individuals are motivated when they behave in ways that move them to certain clear goals that they accept and can reasonably expect to attain. Through, strategic planning process a range of steps and activities that contribute to achieving the organizational goals and objectives are developed.

The study formed superior literature upon which further research on strategic planning practices and human resources will be based. It will thus be valuable to the academicians and researchers in Kenya for academic rationale in learning on the significance of strategic planning practices on human resource performance.

REFERENCES

Ansoff, I. (1984), *Implanting Strategic Management*. Prentice Hall International.

Aram, D. J. and Cowan, S. S. (2000), Strategic planning for increased profit in the small businesses. *Long Range Planning*, Vol. 23, No. 6, pp. 63-70.

Armstrong, M. (2006), *A handbook of Human Resource Management Practice,* 10th Edn, Gopsons papers ltd, Noida, India.

Bahati K.M (2006), Strategic Planning Practices and challenges involved in strategic planning in microfinance institutions in Kenya. Unpublished UoN project.

Bernardin and Russell (1998), Enhancing Functional and Organizational Performance via Strategic Consensus and Commitment. *Journal of Strategic Marketing*, 4, 193-205.

Bradford and Duncan (2000), *Simplified Strategic Planning,* Chandler House.

Bremer, (1988), Managing the resource allocation process: *A study of planning and investment, Graduate school of business* (papers), Harvard University, Boston, 1970.

Christensen & Fahey (2004), The Power of Mission: Aligning Strategy and Culture. *Planning Review,* special issue.

Cole, A (2002), *Personnel and Human Resource Management 5th edition*, Thompson learning.

Cooper, D. R & Schindler, P. S (2006), Business Research Methods, McGraw- Hill Irwin.

Elbanna, S. (2010), "Strategic planning in the United Arab Emirates", International Journal of Commerce and Management, Vol. 20 No. 1, pp. 26-40.

Fillippi, (1990), Scenario planning for small businesses. *Long Rang Planning*, Vol. 26, No. 1, pp. 123- 129.

Fisher J. (1998), *Nongovernments. NGOs and the Political Development of the Third World*, West Hartford: Kumarian Press).

Grant, R.M. (1998), Strategy in the Public Sector: Management in the Wilderness; *Journal of Management Studies*.

Guest, D. (1997), 'Human resource management and performance: a review and research agenda', *The International Journal of Human Resource Management*, 8:3: 263-275.

Jarzabkowski, P., Balogun, J., & Seidl, D. (2007), Strategizing: The challenges of a practice perspective. *Human Relations*, *60*, 5-27.

Kaplan R S and Norton D P (2001), "Using the Balanced Scorecard as a strategic management system", Harvard Business Review Jan – Feb pp. 75–85.

Kimemia (2006), Strategic Planning Practices in Public Secondary Schools in Kenya. Unpublished University of Nairobi Project.

McKernian, P. (2006), 'Exploring Environmental Context within the History of Strategic Management', *International Studies of Management and Organization,* Vol. 36, No. 3, p. 7-21.

Mintzberg,H. (1990), *The rise and fall of strategic planning* Prentice Hall NY.

Mintzberg,H. (1994), 'Of strategy Deliberate and Emergent' *Strategic management journal* vol 6 257-272.

Nafula (2005), Human Capital Practices among Sugar companies in Kenya *University of Nairobi.* Unpublished MBA project, School of Business, University of Nairobi.

Musyoka (2008), Human Capital Management practices adopted by the National Social Security Fund Unpublished MBA project, School of Business, *University of Nairobi.*

Mwangi, M. (2006), *A Study on Performance Measurement at the University of Nairobi.* Unpublished MBA project, School of Business, University of Nairobi.

Ochanda, R. A. (2005), *Challenges of Strategy Implementation at Kenya Industrial Estates Ltd.* Unpublished MBA project, School of Business, University of Nairobi.

Odero. B. S. (2006), *The Value Chain and Competitive advantage in the Corporate Banking Industry in Kenya: The case of Citi Bank.* Unpublished MBA project, School of Business, University of Nairobi.

Patrick L. Burkhart and Suzanne Reuss (2003), *Successful Strategic Planning: A Guide for Nonprofit Agencies and Organizations.* Newbury Park: Sage Publications.

Price (2004), *Strategic Planning for Nonprofit Organizations.* Second Edition. John Wiley and Sons.

Pearce, J. and Robinson, R. (1991), *Strategic Management. Third Edition*. Awright NY.

Pfeffer J. (1994), *Competitive Advantage through People: Unleashing The power of the workforce,* Boston: Harvard Business School Press.

Porter, (1980), Management: *A Global Perspective,* McGraw-Hill, New York, NY.

Regner, (2003), The development of a strategic control system for the management of strategic change, *Strategic Change*, Vol. 10 pp.297-305.

Robert Lussier (2009), *Management Fundamentals,* Pre- press PMG.

Robison, G. G. (2003), *Business research methods*. Thomson.

Sloan, J. (2010), *The Workforce Planning Imperative* JSM, 2010. ISBN 978192103375 (pbk.).

Steiner, G.A (1979), *Strategic planning, what every Manager must know*, Free Press Newyork.

Salaman, (1992), *A Systems Approach to Planning, Scheduling, and Controlling*, 3rd ed., Van Nostrand Reinhold, New York, NY.

Sullivan & Richardson(2011), The importance of structure and process to strategy implementation . Business Horizons, 48, 47-54.

Wilson .I. (1998), *Strategic planning for the millennium: resolving the Dilemma*, long *Management International Review*, 33 (1): 43-63.

Wood, S. (1999b), 'Human Resource Management and Performance', International Journal of Management Review.

Zanetti, L and Cunningham, R (2000), Perspectives on Public Sector Strategic Management, in *Rabin et al.., (eds) Handbook of Strategic management*; Marcel Dekker, New York.

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

UNIVERSITY OF NAIROBI

SCHOOL OF BUSINESS

MBA PROGRAMME

Telephone: 020-2059162 Telegrams: "Varsity", Nairobi Telex: 22095 Varsity	P.O. Box 30197 Nairobi, Kenya

DATE... 30/7/2012

TO WHOM IT MAY CONCERN

The bearer of this letter... JOHN MUGO GITARI

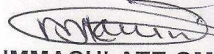Registration No.... D61/61465/2010

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

IMMACULATE OMANO
MBA ADMINISTRATOR
MBA OFFICE, AMBANK HOUSE

Stamp: UNIVERSITY OF NAIROBI, SCHOOL OF BUSINESS, 30 JUL 2012, MBA OFFICE, P.O. Box 30197 – 00100, NAIROBI

APPENDIX II: INTERVIEW GUIDE

SECTION A: VISION AND MISSION PRACTICES

1. Does the Girl Child network have vision and mission statements?

2. How were these vision and mission statements developed?

3. Describe how vision and mission is communicated to employees?

SECTION B: STRATEGIC PLANNING PRACTICES

1. Do you have objectives set for your organization?

2. Describe the process of setting these objectives?

3. Describe several kinds of plans are developed for your organization?

4. Describe how planning is performed?

5. Does the organization have strategic plans? Describe how they are developed and the tools involved

6. Describe the procedure of implementing strategies at GCN?

7. Describe the challenges encountered in implementation of strategies and how can they be tackled?

SECTION C: STRATEGIC PLANNING PRACTICES AND HUMAN RESOURCE PERFORMANCE

1. Do you have an HR department in charge of all personnel-related matters?

2. How has the HR department been in charge of all Personnel-related matters?

3. Does the HR department or any HR manager/officer get involved in strategic planning?

4. How are the following strategic Human Resource Planning Practices done by Girl child network

   a) Setting the Strategic direction

   b) Designing the human resource management system in strategic planning

   c) Workforce planning

   d) Planning human resource performance

   e) Assessing and sustaining organizational competence and performance

5. What are other Human Resource (HR) strategies and processes adopted by your organization?

6. Recommend the various ways to strengthen the relationship between strategic planning and human resource performance in your organization

APPENDIX III: DATA COLLECTION AUTHORIZATION LETTER

GIRL CHILD NETWORK

AMREF - Wilson Airport, off Langata Road, P.O. Box 2447 - 00200 Csq., Tel: 254 - 020 - 6004510 - Nairobi - Kenya.
Email: gcn@girlchildnetwork.org, Fax: 254 - 020 - 6004510, Website: www.girlchildnetwork.org

28th August 2012

MBA Administrator,
School of Business
University of Nairobi

Dear Madam,

RE: DATA COLLECTION EXERCISE AT GIRL CHILD NETWORK

Greeting from Girl Child Network

In reference to the subject above and on behalf of Girl Child Network, I take this opportunity to confirm that **Mr. John Gitari** an MBA student from University of Nairobi **Reg No. D61/61465/2010** was permitted and eventually undertook a data collection exercise in this organization during the month of August 2012 as part of his MBA coursework on research project report.

It was a pleasure working with him and GCN wish him success in the remaining part of his study.

Thank you.

Florence Annan
Deputy Director
Girl Child Network

"Empowering girls in Education and leadership development"

70