IMPACTS OF HUMAN RESOURCE PLANNING ON EMPLOYEE PERFORMANCE: EVIDENCE FROM CAMEROON

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Abstract

Human Resource is considered as the valuable resources of every organization. Banks in Cameroon are faced with looming challenges in attracting and retaining skilled and valuable employees to enhance their performance. Well with rapid advancement of banking technology, there are numerous difficulties that have a significant impact on employee and organizational performance. These issues necessitate proactive and effective planning of the company's most important assets. The study assessed the effect of human resource planning on employee performance of selected banks in Cameroon. Data was obtained through questionnaires, and SPSS was utilised for the analysis. The study finds positive relationship between HR planning and employee performance. However, benefits and selection have the largest effect on employee performance. As a result, bank management and HR departments should have a human resource plan in place so that the plans can be executed regardless of management changes. Several implications were discoursed.

Keywords: Human Resource, Planning, Employees, Banks, Cameroon

INTRODUCTION

Human Resource is considered as the valuable resources of every organization. In fact, human resources are the set quantity of work in an organization that focuses on the management of staffing, giving direction to the people who work in the organization and issues related to the people such as hiring, employee motivation, remuneration, communication, wellness, safety administration and training (Shaukat et al 2015).

Human resource management also focuses on the personal management and organizational development. It is mandatory for every organization to have a formal human resource department in their organization and now a day's human resource management is seen strategically by the top management.

The human resource management practice has been changing rapidly in banking sectors of almost all over the world. Results of those practices compel managers to have sufficient reasons to be aware of the employee behaviour and methods which can enlarge their performance. The work of human resources in the Cameroonian Community is low but the value of human resource management is fully accepted up till now among the banking sectors of the Cameroonian economy.

In Cameroon, the availability of modern human resources practices and its aftermath effects on performance has been a problem. Human Resource Planning is considered as the primary debate among the policy makers that to invest in workforce will bring them good results in terms of performance (Hoch & Dulebohn, 2013). The significant tools of HRP like selection, training, benefits, and, incentives, and employee performance appraisal are known to impact the performance of employees.

In addition, corporate organizations are engulfed with looming challenges in attracting and retaining skilled and valuable employees to enhance their performance. With rapid advances in banking technology, the challenges are enormous, thus have a profound effect on employees and organizational performance. These problems call for effective and proactive planning of the organization's most valuable assets. Thus, our paper investigates the effect of human resource planning on employee performance of selected banks in Cameroon.

The paper makes the following implications: First, the study looked at a non-heterogeneous sample. In most studies, one business organization was utilized to evaluate human resource planning that could influence employee performance. Despite this, banks in Cameroon have grown, but many human resources planning issues that affect employee performance in the firm have gone unnoticed. Second, while there have been a few studies on this subject, none have looked at it from the perspective of growing countries like Cameroon, where banking industries are used, employing a regression analysis approach. As a result, study researchers considered that examining these characteristics on the banking sector's most precious assets would be crucial.

The paper is structured as follows: Section 2 presents literature, followed by framework, and hypothesis. The next section presents research methodology. Section 4 report results, followed by discussion, conclusions, and supplies policy recommendation.

LITERATURE REVIEW

Organizations nowadays are hoping to achieve a competitive advantage in the face of globalization's dangers. Because of the high skill requirements, most businesses strive to produce the kind of results that will increase profits. Employees must perform effectively and progress in order to achieve this.

To do so, the organization must align organizational performance with human resource management practices, as evidenced by organizational output of financial (sales growth, goal achievement, good services, productivity) and non-financial (management quality, long-term orientation, continuous improvement, wow) variables (Osman, Ho, & Katou, 2011; Chand & Katou, 2007; Guest, 1997). After a company has assessed its mission, identified all of its stakeholders, and stated its objectives, it requires a mechanism to track its progress toward those objectives (Kaplan & Norton, 1996).

The strategic planning process at the level of senior management is known as human resources planning. Human resources planning is a method of directing actions in the field of human resources management (Mursi 2003). Durah and Al-Sabag (1986) offered two processes for human resource planning. Analysis of the organization's objectives: this step entails studying and comprehending the organization's objectives. This is an important aspect of the organization's strategic planning and achieving its strategic objectives. The organization's external and internal environments should be addressed and appraised. On other hand, monitoring and evaluation is a diagnostic process for determining strengths and shortcomings. It is a human resource planning procedure that will determine the effectiveness of human resources. The following factors should be monitored and evaluated: selection, training, benefits and employee appraisal (Hiti, 2000).

Human Resources Planning Strategies

The human element is the most important resource for organizations today, where it has became the essential process of managing human elements because other resources which lead to the organization's success are less powerful than before. Today the basis for organizations' competitive advantage comes only from looking at the strategic aspects in human resources. The study therefore deals with considered human resource planning factors or strategies on the subject of theoretical study, which may contribute to the enrichment-related aspects of human resource planning.

Selection

The selection step of the human resource composition process is critical. Its primary goal is to meet the organization's human resource demands, after which access to increased productivity is gained, allowing the organization to realize its objectives. As a result, a good selection of human resources inside the organization placed the right man in the right position, each according to his or her skill and capacities, which had a favourable impact on the organization's functional performance (Ebheemra & Naeem, 2008,). According to Gareer, " The selection indicates that the selecting candidates with the requisite qualifications for positions in the organisation. So, the selection should lead to the competitive advantage of the organization via HR successful selection Gareer, (2003) as cited in Rud Chakraborty (2020).

Training

Human Resource Training plays a key role in the success of organisations. It has become one of the main activating supports for the management of human resources, after that increased awareness about business owners of the importance of employee training on how to conduct their business in the future, he may decide the success or failure of organisations Armstrong & Taylor (2020). Training plays a great importance to the effectiveness of organisations and grant individuals experience in their work. Training has implications on productivity, work safety and workers in the field of development. In the organisation working people need to train and develop their employees Rud et al (2020). On the other hand, diverse patterns from skills training to knowledge training change in the external environment leads to reconsider the training programs in general, because it is of the activities that are beneficial to the individual worker and the organisation and the community alike.

Incentives/ Benefits

One of the most essential variables in persuading and motivating employees to work more efficiently and produce more output is incentives. An incentive piques a worker's interest and motivates him to work harder. In addition to wages and salaries, employees are awarded incentives based on their performance and are paid in the same way that wages and salaries are paid. Individual or collective performance is motivated by an incentive. There are monetary and non-monetary prizes to be won. It is given to workers in appreciation of their exceptional achievement. Wages and salaries are fairly consistent, but incentives differ from one person to the next and from one time to the next for the same worker. However, from the standpoint of a researcher, incentives relate to an external influence that pays to employees, whether

managers or workers, in order to improve their performance or behavior at work, or to increase their production above the organization's standard rates.

Employee Appraisal

Employee performance appraisal is one of the most popular techniques used to control an organization's personal performance appraisal uses to evaluate the employees' past, present, and expected performance in order to make suitable decisions. At regular periods, employees are evaluated on their performance (day, month, and one year). Managers can use performance appraisal to help them make judgments about how to treat individual employees differently in compensation administration, promotion, transfer, performance planning, training, counseling, discipline, and other areas to help them achieve organizational goals. (Mousa & Othman, 2020 ; Chandhuri, 2010).

An employee's performance or behavior is evaluated during a performance appraisal. It is an essential management task. Performance appraisal is required for all essential transfers and promotions, as well as remuneration, reward, training, and development, as well as long-term personnel planning and organization development. Employee characteristics and behaviors can be better understood with a well-documented performance appraisal system.

Employee Performance

Employee performance is frequently measured in terms of results or profitability. It can, however, be viewed in terms of conduct (Armstrong 2000). Employee performance is judged against the performance standards set by an organization, according to Kenney et al. (1992). When it comes to evaluating performance, there are a variety of factors to consider. Productivity, efficiency, effectiveness, quality, and profitability are some examples (Ahuja 1992, cited in Nassazi, 2013). Setting goals and standards against which individual performance may be judged could help with this. As a result, organizations use employee performance evaluation to verify that their employees are contributing to the production of high-quality products and services.

Conceptual Framework, and Hypothesis development

The study conceptualized the relationship between independent factors affecting firm's employee performance of Banks in Cameroon. Therefore, the conceptualization of the study with relevant variables are developed to answer the research questions. A higher degree of Human Resource Planning strategies will lead a to the enhancement of employee performance.

With this, Human resource planning strategies are conceptualized via the four-HRP strategies as shown in the research: selection, training, benefits/motivation and employee appraisal.
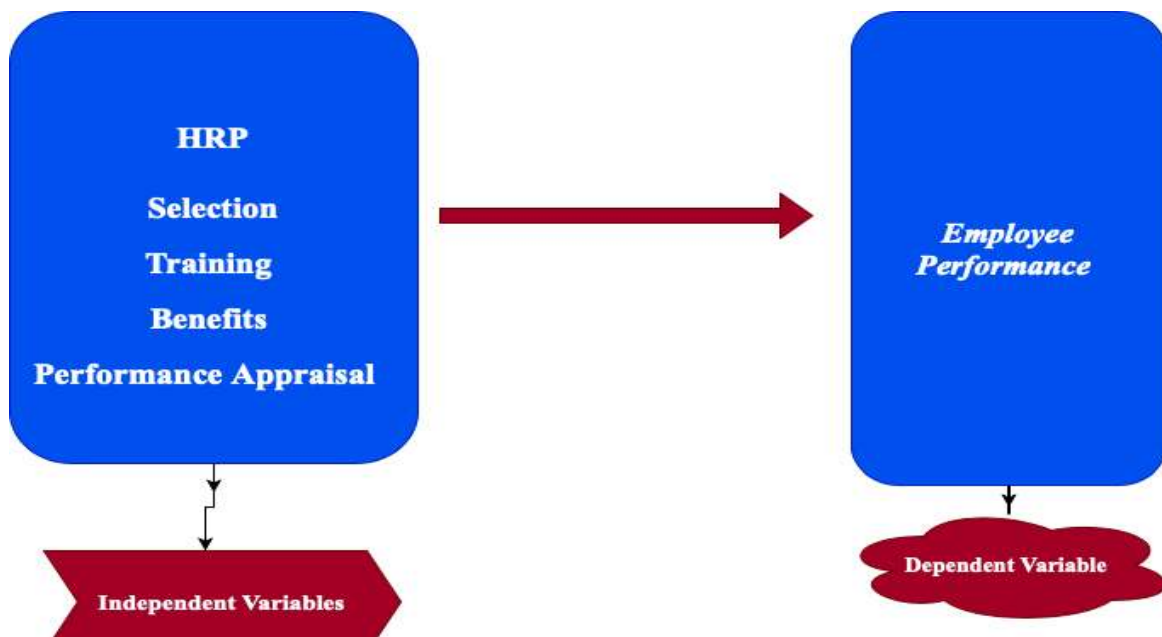

Figure 1 research Framework

Based on the research framework, the study proposed the following hypothesis

H1: Training has positive effect on Employee Performance.

H2: Selection has positive effect on Employee Performance.

H3: Benefits has positive effect on Employee Performance.

H4: Employee appraisal has positive effect on Employee Performance.

METHODOLOGY

Research Design and Sampling

The descriptive research design and quantitative approaches are judged to be the most suitable strategy for this study because the current study aims to explain the phenomenon as it is. In a number of studies, the use of a descriptive study design has been recommended (Kim et al 2019). Random sampling is the key to finding a representative sample since every sample of a given size of the available population has an equal chance of being sampled. Three and fifty (350) Banks respondents were chosen at random for the study analysis. It is worth noting that all of the respondents were employees of the chosen company's.

Data Collection Instrument

Self-designed questionnaires were sent to respondents of the selected Banks. The questionnaires comprise of two sections. The first asked questions on respondents profile. The second section deals with questions on the effectiveness of human resource planning practices of Banks in Cameroon, and the impacts of HR planning practices on the performance of employees. Our paper verified the questionnaires for readability and effectiveness by experts in supply chain management different from the selected organizations. Therefore, erroneous items on the study questionnaires were erased prior sending to the respondents.

The study measured employee performance as respondents were asked to rate how human resource planning factors affect employee performance. The study followed the extant literature on employee performance measurements (Yang and Teng, 2015; Makedon et al, 2019).

The independent variables are human resource planning comprise of selection, training, benefits and performance appraisal. We measured on respondents rating the likelihood about the effects of organization human resource planning factors on employee performance as measured by organizational performance with aid of Likert scale ranging from (1 strongly disagree to 5- strongly agree). This impact emerges from human resource and management literature (Audenaert et al 2019; Konstantas, et al. 2017).

Model Specification

Study used the regression model to investigate the impact of human resource planning on employee performance. Below is the model:

$$EP = \beta_0 + \beta_1 SELT_1 + \beta_2 TRN_2 + \beta_3 BENI_3 + \beta_4 EMP_4 + \varepsilon_{it}$$

Where:

EP, Employee performance (Dependent Variable)

SELT Selection, (Independent Variables)

TRN, Training, (Independent Variables)

BENI, Benefits or Incentives, (Independent Variables)

EMP, Performance Appraisal (Independent Variables)

β_0 Indicate the constant parameter of the regression model. ($\beta_1 - \beta_4$) represent the coefficient of the independent variables on the dependent variable and ε_{it} is the stochastic or error term.

Analytical Approach

The study analysed the data with Statistical Package for Social Science (SPSS) and regression model. The used correlation coefficient, ANOVA, and regression to test study proposed hypotheses.

FINDINGS AND DISCUSSIONS

Respondents' Profile

Table 1 presents respondents profile. Out of 300 respondents, (192) respondents representing (64%) were males, whiles (110) of the remaining respondents were females representing 36%. On the other hand, the age distribution is as follows ; 87(29%) were between the ages of 20-24 years, 100(30.33%) were between the ages of 25-29 years. Respondents between the ages of 30-34 years were 52(17.33%). With regards to qualification, majority of the respondents with a number of (134) representing (45%) hold with master's degree, 131 representing 44% hold with Bachelor's degree, with the remaining respondents (n=35, 11%) hold other professional certification. Furthermore, the study considered the years of experience of respondents. 114(38%) of the respondents had the experience below 6 year, 100(34%) with experience between 6-10 years and 86 (28%) had the experience above 10 years. The number of respondents used in the study were all workers and no interns were included in the study.

Table 1 Respondents' Profile

Description		Frequency	Percentages
Gender	Male	192	64
	Female	110	36
Age Group	20-24	87	29
	25-29	100	33.33
	30-34	52	17.33
	35-39	47	15.66
	40-above	14	4.66
Qualification Obtained			
	Bachelor's degree	131	43.66
	Masters	134	44.66
	Prof. certificate	35	11.66
Years of Experience	1-5 years	114	38
	6- 10 years	100	33.33
	11- above years	86	28.66

Reliability Test

However, prior to evaluating the conceptual relationships of the model, an evaluation of the internal consistency and reliability of the measurement scale was conducted. The paper

used Cronbach Alpha to test the reliability of the variables. Table 2 indicates that, all variables were above the threshold level (0.70) which is the accepted rate for study. (Nunnally, 1978) as cited in Osei-Assibey Mandella et.al (2018). Hence, the findings are visible in the study.

Table 2 Reliability Test and Variable description

Construct	Abbreviations	Factor Name	Composite	References
HRP factors				
	SELT	Selection	0.790	Garrett, 2000, Laird et al,
	TRN	Training	0.825	(2003)
	BENI	Benefits	0.712	
	EMP	Employee's appraisal	0.814	
Employee Performance	EP	Employee Performance	0.833	Farshid & Amir (2012).

Inferential Statistics

Table 3 reports the correlations summary of the results. The results indicate that, there is a positive relationship between HRP factors and employee performance. The positive effects suggest that, human resource planning increase the performance of employees. However, selection is positive and has large effect suggesting that, it is one of the HR planning extents of which the performance of employees is increased. In addition, employee appraisal has positive and significant relationships with both variables. Likewise, benefits, and training have positive relationships with employee performance. However, selection has high correlation with employee performance.

Table 3 correlation Coefficient

	1	2	3	4	5
EP	1				
SELT	0.4507	1			
TRNT	0.0864	0.4070	1		
BENT	0.27252	0.2065	0.1538	1	
EMPA	0.3193	0.3691	0.0994	0.3048	1

As reported in Table 4, factor variables statically and significantly affect employee Performance. The results indicate that, selection is positive and significant on employee performance (B=0.322, p-0.000). This suggests that selection determines the quality of firm new

hires, and could have an impact both on daily operations and firms' long-term success. Hence, hypothesis 1 is accepted. The result is in line with the literature (Yong et al (2020).

The study further indicates that, training is positive and significant on employee performance (P-0.000) suggesting that, employees undergo training improves their skills and knowledge on the job, and builds their confidence in their abilities. This improves their performance and make them work more efficiently and effectively. H2 is supported, and it is consistent with the findings of Meijerink & Keegan, (2019).

In addition, benefit is estimated to be positive and significant at 1% level on employee performance. Results indicate that, incentives would lead to an improve performance of employees at about 33%. Accordingly, hypothesis 3 is accepted.

Finally, results indicate that, employee's appraisal is positive and significant on employee performance (B=0.32, p-0.000). This implies that, 1% increased of employee appraised would lead an improve performance of employees. Hence H4 is accepted.

Table 4 regression of Independent Variables on Employee Performance

MS	Std. Err.	t Statistics	t-Value	P Value
SELT	0.322	0.441	8.678	0.0000*
TRNT	0.233	0.200	3.863	0.0000*
BENT	0.331	0.461	9.013	0.0000*
EMPA	0.32	0.329	6.381	0.0000*

*, ** indicates 1%, and 5% significance respectively

Table 5 Analysis of the Regression model

Multiple R	R Square	Adjusted R-squared	Std. Error of Estimate	Prob > F
0.589	0.541	0.3725	1.45	0.4331

From the Table 5, 54% of variation was explained as variables utilised in the study. (Adjusted R- squared 0.541). Therefore, other factors not considered except explanatory variables contributes to the remaining 46% affecting employee performance in firms. However, results authenticate or validate preceding empirical research conducted on the Human Resource planning on employee performance in Pakistan using structured questionnaires (Farman et al 2013). Moreover, Chakaraborty & Biswas (2019) examined the effect of human resource planning programs in addressing the strategic goal of firms and the show that HRP

programs such as training, selection and employee benefits improve firm performance and escalate employee performance in general.

DISCUSSION, AND CONCLUSION AND RECOMMENDATIONS

Business organisations face daunting challenges in recruiting and retaining professional and productive workers in order to boost their efficiency. The challenges are immense, with rapid developments in banking technology, thus having a profound impact on employees and organizational efficiency. These problems require effective and constructive planning of the most important asset of the company. The paper examines the relationship between human resource planning, and employee performance. Results indicates that, incentive, selection, employee appraisal, and training have positive and significant effect on employee performance. Taking only into account, it is found that, incentives, and selection has the largest impact on employee's performance, which is in line with the findings of Papa et al, (2018). Incentive is one of the important factors for inducing and motivating the workers for higher efficiency and greater output. An incentive attracts a worker's attention and stimulates him to work. Besides wages and salaries, employees are paid incentives depending on the performance and paid as regulatory as wages and salaries.

However, training and employee appraisal have a weaker but still significant impact on EP. These findings are consistent with those Morrison & Phelps (1999), and Stewart & Brown, (2019), Liu et al (2017).

Approaching the aforementioned results from managerial insightful, managers should pay attention to human resource planning factors since it can significantly affect employee's performance. Therefore, human resources planning practices should be enhanced continually in terms of employees' benefits, incentives, selection, training and appraisal. The human resource department should develop and implement a comprehensive career development training programme for the staff. This would make them proactive and resilient, and effectively propagate government policies.

Every employee's mindset should be modified through seminars and workshops in order to empower them. To avoid erroneous employee records and extra staff, proper logistics and adequate budgetary allocation for the human resource department should be supplied. Furthermore, the human resource department should be created to assume its proper place in the business scheme, so that employees may learn more about their jobs and how they prepare for human resource procedures such as hiring, promotion, and appraisal, among other things. This would necessitate personnel with in-depth organizational understanding.

Several policy implications are reported for management, HR managers, Operation Managers, Bankers, and all stakeholders such as the government on the imperativeness and effectiveness of human resource planning policies and practices in an organization based on the results.

To begin, the mentality of every employee should be changed through seminars and workshops to empower them. Proper logistics should be provided as well as adequate budgetary allocation for the human resource department, to overcome improper keeping of records of staff and excess staff.

Second, human resource department of Banks should be structured to take its rightful place in the scheme of affair, so that they can educate the staff more on their practices and how they plan for the human resource practices like recruitment, promotion, evaluation among others. This would enable staff to have in-depth knowledge of the organisation.

Moreover, Management and HR department of Banks should have a human resource plan so that no matter the changes in management, the plans will still be followed. These plans should be periodically reviewed in order to adjust to the dynamic environment. This would overcome the issues of excess staff which leads to increase cost of labour and also constant changing of directors in the organisation.

Finally, everyone in the organization should be self-disciplined including management so as to execute both the organization and human resource plans. The department should know that for human resource planning to be effective it should be align with the organizational plan.

LIMITATIONS AND FUTURE RESEARCH

The recent literature highlighted the importance of human resource planning policies and practices and its effectiveness of Banks. There are various avenues for future research based on the limitations and findings of this research. First, the research considered selected banks listed on the Cameroon, therefore, generalizations could not be made for other organizations. Hence, further studies could explore HRP strategies on employee's performance by comparing banks and other companies.

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