

**HUMAN RESOURCE PLANNING: AN EXAMINATION OF ITS EFFECT
ON SERVICE DELIVERY IN THE DEPARTMENT OF HOME AFFAIRS,
GREATER MANKWENG, (LIMPOPO PROVINCE)**

BY

MALATJI M.J. ([REDACTED])

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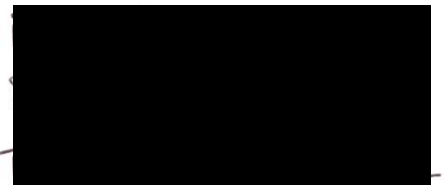
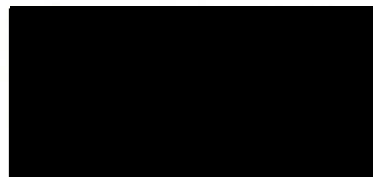
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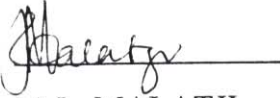
PROF. B.P. BOTHA

2002



DECLARATION

I hereby declare that this research is my own work and has never been submitted by anyone at any other College or University


M.J. MALATJI



DEDICATION

This research report is dedicated to my son, Mapiti, daughter, Thando and my wife Annah, who continually inspire, motivate and love me.

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I would like to express my eternal gratitude to the following people:

First and always, Glory Be to God, through whom all things are possible. I thank You for my talents, my strengths and for loving me first.

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ABSTRACT

This investigation which is both qualitative and quantitative seeks to determine the impact of human resource planning in the Department of Home Affairs in Greater Mankweng (Northern Limpopo) Province. A sample of eleven officials was drawn from top officials in the Pietersburg regional office. The sample consist of 6 males and 5 females. The methodology used in collecting data were observation, interviews and questionnaires. It was found that planning is done by top officials who have knowledge of human resource planning. It was also found that the replacement chart plays a significant role whereby the national department resource management does all the planning for position at the provincial level. The finding of this study further underlines the need for the training of officers in order to improve service delivery capacity.

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CHAPTER 1

1. BACKGROUND OF THE STUDY

1.1 Introduction

The aim of the research is to highlight the mechanism and strategies to improve service, delivery within the department. The problem statement seeks to contribute to the improvement of service delivery on the Department of Home Affairs in Greater Mankweng "Limpopo Province". This is because public officials experience low morale whereby the client are dissatisfied about the service they receive.

Data will be gathered using observation, interview and questionnaire. These data need to be analysed to show if there is a reliability and validity in the information gathered.

Concepts related to human resource, such as strategic planning, strategic management, planning, and human resource management will be discussed.

1.2 Motivation of the study

It has been observed by the researcher that members of the community are referred back home to collect either a letter of confirmation from the chief or a birth certificate when they approach the Department of Home Affairs offices for services. These kind of practice occur frequently resulting in the community spending money fruitlessly. A further reason for selecting this topic was the observation of inefficiency and effectiveness in the service delivery of the department. In the opinion of the researcher, it appears that senior personnel fail to identify the goals and objectives of the department as guiding principles in their daily tasks.

Low capacity of service delivery in the department may be a reflection of the effect of the legacy of apartheid because historically both discrimination and exclusion, were based largely on the assumption that communities were passive

recipients rather than active participants in the limited service that were provided (White Paper on Transformation of Public Service).

Employees in the public sector are held responsible for adherence to rules and procedures rather than for efficiency and productivity in service delivery. Performance audits introduced by the Auditor-General cover only limited areas and seem not have had much impact on improved output and increased public insight. There was no evidence for wider accountability of the rendering of service to the public. Decision with strong impact on the public were frequently made outside the scrutiny of the various legislators, let alone that of the population as a whole. These factors created space for widespread inefficiency, mismanagement and misappropriation of funds and increased perception of the illegitimacy of the government in the public's eye.

The legacy of apartheid has impacted on low productivity in the public service, particularly if judged in terms of the ability to deliver services that meet the need of the people. The low productivity also results from the disproportionate number of staff who are involved in essentially duplicative administrative functions, whereas staffing frequently occurs at all levels of essential service provisions, particularly in the disadvantaged communities.

1.3 Aims and objectives

The aim of the research is to make suggestion on how to improve service delivery within the Department of Home Affairs in Greater Mankweng, Northern (Limpopo) Province. This is because the communities are dissatisfied with the service rendered by the department to the community and emphasize important issues which will motivate the top officials and improve their human resource planning. It is necessary to have employees who are capable of performing their duties.

Given the aims, the objectives of the study are to:

- (a) examine the effects of human resource planning on service delivery.

- (b) check the impact of human resource planning in addressing service delivery backlogs in the department.
- (c) provide possible solutions that could unravel human resource planning problems towards improving service delivery in the department and the province as a whole.

4 Problem statement

This study seeks to contribute to the improvement of the Department of Home Affairs' service delivery in the Greater Mankweng, Northern (Limpopo) Province area. This is because of the long queues of people waiting for service. Other reasons are that Public officials experience low morale, the clients are dissatisfied and, the public officials are forced to operate in filthy and congested offices.

1.5 The theoretical perspective of the research

Hypothesis are tentative, concrete and testable answer to poor service delivery (Bless & Higson-Smith; 1995:37). In other words, a hypothesis, which is a suggested answer to a problem, has to be tested empirically before it can be accepted and incorporated into a theory. It has been argued if hypothesis is not supported by empirical evidence, it must be rejected and the researcher will be obliged to suggest another one. The implication is that, the role of hypothesis is not only to suggest explanation for certain facts or problem but also, to guide the investigation.

Managing employee expectation is an important task in organisation. Much of the responsibility is placed in human resource professional to set the desired tone through policies and procedures. In relation to human resource planning, the responsibility has taken on added importance as various restructuring phenomena have made increasingly difficult to meet traditional expectations of employees, where concern is the issue of service delivery. This research empirically addresses two important questions. How do human resource planning managers react to poor service delivery? Does the existence of a psychological contract for service delivery exacerbate (moderate) those reaction?

Hypothesis: Lack of human resource planning has an impact on service delivery.

Human resource planning represents commitment to one's job as opposed to commitment to a particular organisation. There is an inherent conflict between organisational and professional goals as focussed later on in the literature review. Employees who are insecure about their jobs are not as likely to view their own future of the organisation. The implication is that individuals who realise that life time employment no longer exist may understand the necessity of managing their own future jobs.

Lack of human resource planning is an independent variable while poor service is a dependent variable. Lack of planning will result in poor service delivery. Therefore it can be deduced that lack of human resource planning is causing poor service delivery. The validity of this hypothesis is that Mankweng area has a population of more than 300 000 which is increasing rapidly. According to the statistics of census of 1998, it was registered that 69% of the Mankweng community consist of middle aged person. The fertility rate is high and the demand for service in the department is also high. The implication is that passport and other certificate are in demand.

1.6 Definition of concepts

1.6.1 Management

Management is a process whereby people in leading positions utilise human resources and other resources as efficiently as possible in order to provide certain products or service, with the aim of fulfilling particular needs in achieving the stated goal of the institution. De Cenzo & Robbins (1994) describe management as the process of efficiently achieving the objectives of the organisation with and through people.

According to Van Der Waldt and Du Toit (1998:12) management may be

considered as one of the most important human activities because it is the task of all managers at all levels in all enterprise and institution to coordinate all functions of the institution. The principles of management are applied by all managers in the performance of their duties to create circumstances in which people can cooperate to achieve stated goals. It goes further in stating that management is both an art and science. An effective manager may be regarded as a scientist who performs his/her task with scientific objectivity. Practice management is largely an art since a good communication skills. Successful application of theory in practice is one of the challenges facing managers.

1.6.2 Planning

It can be noted that the higher the post in the hierarchy, the more significant the extent of planning is, and the greater its impact (Van Der Waldt and Du Toit; 1998:182). The implication is that the purpose of a plan is to facilitate the achievement of an institution's mission and objectives. In other words, planning is aimed at determining future circumstances and identifying the measures needed to realise them, not forgetting that planning has to do with the choice of alternative, in other words, making decisions to realise future goals (Van Der Waldt and Du Toit; 1998:182). Hanekom (1994:46) describes planning as "... the process used for the selection from various alternatives of a way of action to give effect to broad policy guideline".

Planning is a basic process involving every manager to some extent. Planning is a decision in advance of what to do, how to do it, when to do it and who is to do it (Fox, Schwella, Wissink; 1991:47). Planning bridges the gap from where we are and where we want to go. Planning is a set of processes which must be carried out to find the best course of action which has been identified and described with the policy statement (Craythorne; 1997:400). Hanekom (1994:46) furthermore described the

planning process as being generic in nature intended to visualise a future state of affairs by choosing between alternatives towards goal realisation, and is in effect the result of an intellectual activity.

Hanekom and Thornhill (1994:133) described planning as a process used for the selection from various alternatives of a way of action to give effect to broad policy guidelines. The implication is that planning stages involve detailed decisions, specialised knowledge of the possible effects of each alternative, facts on actions to be undertaken, and the use of sophisticated techniques.

1.6.3 Human Resource Planning

It is imperative to separate Human Resource Planning from strategic management. Human Resource Planning can be described as the process by which an institution ensures that the right number (quantity) and the right (quality) of employees are available at the right time and at the right place to ensure that they will be active in the most effective way, thus contributing to the effectiveness of an institution (Van Der Waldt et al; 1998:299). Le Roux, Venter, Van Vuren, Jacobs & Labuschagne et al (1995:155) define human resource planning as the process of placing the right person at the right time in an available post in an enterprise. Micheal, Elbert, Hatfield, Grobler, Marx, & Van Der Schyf (1992:142) define human resource planning as the process of systematically reviewing human resource requirements to ensure that the required number of employees, with required skills are available when they are needed. Pieters (1998:32) defines human resource planning a "... an effort to anticipate future business and environmental demands on an organisation, and to provide the personnel to fulfil that business and satisfy those demands". It can therefore be deduce that human resource planning means different things to different people. General agreement on the other hands exist on its ultimate objective, namely the most effective use of scarce talent in the

interest of both worker and the organisation. Gerber, Nel & Van Dyk (1995:) define human resource planning as the process through which it can be ensured that the correct number of employees, of the right kind, in the right place and at the right time are available to the organisation. In other words human resource planning is the process that estimates the future demands for employees, both in quality and quantity, compares the expected demand with the current work force, and determines the employee shortages or surpluses based on the organisation's strategies and objectives. Anthony, Perrewa & Kackmar (1999:143) describe human resource planning as the process of making decision regarding the acquisition and utilisation of human resources. In other words human resource. Planning is the sum total of the plan formulated for the recruiting, screening, compensation, training, job structure, promotion, and work rules of an organisation's human resource. The implication is that human resource planning is the process designed to translate the corporate plans and objectives into future quantitative and qualitative employment requirements, together with plans to fulfil those requirement over both the shorter and longer terms through human resource utilisation, human resource development, employment and recruiting and the use of information systems.

There are three components in human resource planning. These components include:

- The need for human resource, that is determined by the strategy and goals of the strategic plan and the analysis of the current human resources situation.
- Identification and estimate of human resources needs.
- Implementation of plans and processes to meet these needs.

1.6.4 Strategic Planning

Strategic Planning is a tool of strategy management and forms an important component of it. Strategic planning enables public managers to

evaluate, select and implement alternatives for rendering effective service. Effective application of strategic planning and management causes better utilisation of the state's resource. The main aim of strategic planning is to improve the productivity and effectiveness of an institution's objectives and identifying steps to achieve these objectives. In other words, strategic planning involves establishing the direction of the institution, such as the goal and mission, most important clients and role players, barriers to overcome, and alternatives for rendering services (Van Der Waldt et al; 1998:286). Gerber, et al (1995:591) describe strategic planning as a proactive process during which the key decision-makers in an organisation decide on the best business opportunities, based on opportunities, challenges and threats in the process of setting organisational objectives and deciding on comprehensive programmes of action which will achieve these objectives. Pieters (1998:37) describe strategic planning as the process of setting organisational objectives and deciding on comprehensive programmes of action to achieve these objectives.

1.6.5 Strategic Management

Strategic Management entails a comprehensive term which poses strategic management as the total management. From a traditional point of view, strategic management states that it is the daily implementation of strategic plans of an institution (Van Der Waldt and Du Toit; 1998:285).

The changing environment is emphasised whereby strategic management is proposed as a management application to keep up with the environment. It is important to realise that the environmental scanning and organisational analysis for formulating, implementing and evaluating strategies will increase organisational effectiveness, and efficiency. It is appropriate to link strategic management and strategic planning. Strategic management entails the implementation of strategies developed to give new direction to an institution that is in the midst of change or a

transitional process. In other words, it enables the institution to fulfil its responsibilities in a rapidly changing environment. The implication for the above information is that strategic management refers to the overall process, which includes not only strategic planning, but also organising, leading and controlling strategy-related decisions and action in an institution (Van Der Waldt and Du Toit; 1998:285).

Strategic management can be defined as the formulation, implementation and evaluation of actions that will enable an organisation to achieve its objectives (Fox et al. 1991:222). On the other hand, strategic management is that set of managerial decisions and actions that determines the long-run performance of a department. From the definition given one will notice that it evolve around strategy formulation, strategy implementation, evaluation and control.

2. SEQUENCE OF CHAPTERS

Chapter two deals with the literature review. The emphasis is on the classical, empirical and analytical approaches. The approaches will be discussed together with models.

Chapter three contains the research method. This method includes correlation research, both exploratory and descriptive, and evaluation. This relationship is between an independent variable and a dependent variable. In the exploratory and descriptive method, the emphasis is on facilitating insight in the situation. The pilot study will be appropriate to determine the correctness of some concepts, the adequacy of the method and instrument of measurement.

Lastly, the evaluation method will help one to implement an intervening to identify neglected areas of important issues like application of Identity Documents. Neglected target groups which are people in the early aged and old pensioners and the problem within organisations, will be low moral, high staff turn over, and unethical behaviour. The sample size from the overall population will be given.

Chapter four analyse the data gathered. The data gathered will determine the measure to improve the service delivery within the department of Home Affairs in Greater Mankweng, Northern (Limpopo) Province. The overall research and integration of the results will be given.

Chapter five deals with the findings, conclusion, recommendation, and the limitations.

3. CONCLUSION

The research starts by giving the background of the reason for undertaking this kind of research. These include long queues, poor moral of personnel, discontent and dissatisfaction of the client, negative co-option and filthy conditions. The aim and objectives have been discussed where the emphasis is on the improvement of service delivery within the department of Home Affairs in Greater Mankweng, North Province (Limpopo). The problem statement evolves around service delivery and client discontent and dissatisfaction.

The chapter started by giving the reader an overview of what is entailed in the study. The aim and objectives of the research was also given where the emphasis is on to improve service delivery. What motivates the research to write about these topic has been discussed. The emphasis is based on causes of poor service delivery. The definition of the concept which is found in the research has been identified and defined.

CHAPTER 2

2. LITERATURE REVIEW

2.1 Introduction

Human resource planning is the key link between an organisation's strategic plan and its overall human resource management function. In other words, the strategic human resource plan is a projection of how the organisation plans to acquire and utilise its human resources. From the above then it is necessary to look at how organisation fill jobs, how they decide, how many people they need, and how they determine the skill or ability mix of these people. Issues like the mix of hiring from the outside versus promoting within and how vacancies are estimated should also be considered.

Anthony et al (1999:134) define human resource planning as the process of making decisions regarding the acquisition and utilisation of human resources, as part of the strategic decision making process. Experts agree that for human resource planning to be genuinely effective, it must be linked with the different levels of general business planning and not as an end or goal in and of itself, but rather as a means to the end for building more organisation capacity (Casio, 1995:143). Human resource planning is an activity undertaken at the top management level of an organisation. It is a sophisticated process that carried out with the aid of computer and mathematical models (Gerber et al; 1995:94). Traditionally, it was accepted by management that personnel could be recruited whenever vacancies occurred. There are important reasons why human resource planning should take place on a continuous basis. These reasons include:

- Human resource planning enables the organisation to adapt to changes in markets, competitors, technology, products and government regulations.
- Human resource planning provides important information for the design and implementation of activities such as recruitment, selection, training, transfers promotion and dismissal.

The objectives and the strategic plan of the organisation, human resource forecasting challenges in human resource planning and human resource audit, and applied approaches to human resource planning will be discussed. This will be followed by job dimension or personal characteristics, relationship of job analysis to human resource planning and plan for improvement. The emphasis is on types of plans to be used for plans of improvement. The emphasis is on analysing current human resource situation, estimates, implementation of the plans and process (Van Der Waldt and Du Toit; 1998:300)

2.2 HUMAN RESOURCE PLANNING

2.2.1 Introduction

In the definition of concept it was indicated that human resource planning can mean many different things to different people. This section deals with factors influencing human resource planning followed by the human resource process which evolve around the objectives and strategic plan of the organisation, human resource forecasting, steps in human resources planning, programmes and human resource audit. An applied approach to human resource planning will be discussed whereby attention will be given to Delphi technique, Markov technique and unit forecasting technique. Job dimension or personal characteristics, relationship of job analysis to human resource planning and plan for improvement will also form part of discussion.

Challenges in human resource management will be discussed. The emphasis is on central challenges in human resource planning. This will be followed by the summary

2.2.2 Factors influencing human resource planning

Human resource planning is influenced by various factors. These factors can either be internal or external. Human resource planning is closely

related to the objectives of the organisation. Gerber et al (1995:95) argue that if growth is one of the organisational objectives, human resource will have to be prepared to provide sufficient personnel in the case of, for example diversification. The implication is that effective planning for additional employment. The unskilled employees will not be planned for. These is because there is no need for training as compared to highly skilled marketing personnel. The highly skilled personnel will have to under go training, and their employment require more planning.

Work groups and their functioning influence human resource planning because the replacement of individual of members, work groups for example, require that the group dynamics be taken into account. The style of leader or supervisor and his or her experience is another important factor. This is because how a leader guides and handles the employees will ultimately determine how many employees will be necessary to carry out the task and, very important, how often these employees will have to be replaced. External factor that can influence human resource planning include: trade unions regulation from the government and employment needs. In other words it is important for the organisation to survive and grow if it adapt to the changing environment and the commitment of top management is required to keep up with local and international changes.

2.2.3 Human resource planning process

The simplest definition of human resource planning refers to the process through which it can be ensured that the correct number of employees, of the right kind, in the right place and at the right time are available to the organisation (Gerber et al; 1995;93). The supplement to this definition is that human resource planning consist of six associated activities, i.e.: demand forecasting; supply forecasting requirements; productivity and cost analysis; action plans; budgeting and control. From the aforementioned description it is clear that human resource planning is a

continuous process that must be constantly adapted as circumstances within and outside the organisation change. It must be emphasised that human resource planning is an activity undertaken at the top management level of an organisation. It is often a sophisticated process that is carried out with the aid of computer and mathematical models. It thus only the human resource specialist who is normally directly involved in the formulation of the human resource plan of the organisation.

2.2.3.1 Objectives and the strategic plan of the organisation

Human resource planning mean different things to different people, but general agreement exist on its ultimate objectives which is the most effective use of scarce talent in the interest of the worker and the organisation. In other words, human resource planning can be defined as an effort to anticipate future business and environmental demands on an organisation, and to provide qualified people to satisfy those demands (Casio; 1995:142). Human resource planning forms part of the global strategic planning of the organisation. The implication is that human resource management cannot plan in advance, unless it has sufficient information in regard to aspects such as possible expansion in the activities of the organisation, marketing of new products, development of new markets, new plants. It is important to note that human resource planning is generally done for a period of one year (Gerber et al; 1995:97). In other words human resource planning must be scientific and follow strategic management process. The implication is that this resource can be described as the process an institution uses to ensure that the right number (quantity) and the right kind (quality) of employees are available at the right times and at the right places, where they will be active in the most effective way and that this contributes to the effectiveness of an institution (Van Der Waldt and Du Toit; 1998:299). According to

Anthony et al (1999:140) human resource unit should specify its objectives with regard to human resource utilisation in the organisation; in order to develop objectives, specific policies need to be formulated. Human resource objectives cannot survive without integrating it with other functional area objectives.

The objective of strategic human resource planning is to bring together the forecast of future demand for workers and the supply for human resources both present and future (De Cenzo & Robbins; 1994:134). The important of these is to pinpoint shortages both in number and in kind, to highlight areas where overstaffing may exist, and to keep abreast of the opportunities existing in the labour market to hire good people, either to satisfy current needs or to stock pile for the future. There are general views that suggest interrelated activities that comprise human resource planning. These activities include:

- a talent inventory to assess current human resource and to analyse how they are currently used;
- a human resource forecast is to predict future human resource requirements;
- action plans to enlarge the pool of qualified to fill the projected vacancies through such actions as recruitment and selection;
- control and evaluation to provide feedback on the overall effectiveness of the human resource planning system by monitoring the degree of attainment of human resource objectives (Cascio;1995:143).

It is difficult to talk about human resource planning without linking it with recruitment and selection. If there is a need for human resource, the recruitment processes will start. The recruitment strategy consists of human resource planning, recruitment and selection. In other words, recruitment strategies require a careful analysis of an organisation's present workforce and an estimate of

how it will need to change to meet future organisational goals. Inside the organisation there is already a pool of labour looking forward to promotion, but these expectations are compounded by the dynamic nature of South Africa and more importantly, international economic markets which make human resource planning difficult as these require that organisation continually revise their business goals (Anthony et al; 1999:140). This sets a scenario whereby business has to open opportunities to younger, more educated and openly mobile new generations workforce whilst still not frustrating the "old guard". These uncertainties about mobility of the workforce against a dynamic economy not only make business planning more difficult, but also increase the need for effective planning (Anthony et al; 1999:139).

Managers must familiarise themselves with the jobs in the department. That is, they must establish their aim, function, responsibility and working conditions. Question in mind is that qualifications, knowledge, skills and position will determine the salary and promotional possibilities of each post. To meet the above, job analysis should be carried out for gathering information which is relevant to the position. The information collected can be divided into task or job description or job specification. Job specification details the requirement of the position, and job description specifies what the job consists of.

Human resource planning includes processes which need to be followed. This implies that it is important to determine the future supply and demand in developing a manpower plan. Labour supply may come from existing employees or from outside the organisation. It is important to take note of supply forecast which is the result of direct interviews with employees and usage of

Other hand, the demand for employees needed for various reasons which the reasons include change in organisations. According to the methods developed from statistical data knowledgeable can be used to detect the levels and variables.

According to type of environment strategic and tactical plans, employee work behaviour and organisational objectives is an art and science for thought based methods to create for itself. It is to serendipity (faculty of chance). Once human resource data is compared the numbers, the difference with those desired to be met is there to facilities that is important for human demand and supply of the future.

The current human resource forecasting is the direction of the projection of future human resources organisations need current estimates are to be made in quantitative and qualitative terms,

more information is needed than just to determine future demands. Accordingly, the forecasting methods must allow for the recognition of specific job needs as well as the total number of vacancies. Then it is necessary to match the forecast results to action plans. Labour demands forecast affect organisation programmes in many different areas, including recruitment, selection, performance appraisal, training, transfer, and many other types of career enhancement activities. The activities comprises "action programming". Action programming helps the organisation to adapt to changes in their environments. (Cascio;1995:146).

Human Resource Forecasting

Human resource forecasting is the third step in the process of human resource planning (Cronje, Du Toit, Mol, Van Reanen & Motlatla; 1997:140). Gerber et al (1995:82) argue that human resource forecasting involves establishing the future demand of employees with certain skills, as well as an estimate of the supply of employees who will be available. From the description given one will realise that the supply consists of two groups of employees; those who are currently employed by the organisation and who will still be available at the end of a specific period and external candidates who must still be considered for appointment. As a general principle the more flexibility there is in staffing, the less need there is for human resource forecasting. Some observers of the human resource field feel that human resource planners overemphasize forecasting. Although this kind of scepticism provides food for thought, no one would argue that demand forecasting is totally unnecessary. But the precision required in a demand forecast diminish with increased flexibility in the workforce, and if people are mobile, multi-skilled, and easily hired

(Pieters;1998:47). The human resource shortage or surplus should be estimated for each occupational and job category. If surplus is predicted for an occupational category, the human resource plans needs to consider whether these individuals will be discharged, temporarily, laid off, transferred, or provide with a cash bonus for resigning offered severance pay, or offered early retirement. It is important to determine the relationship between demand and supply. Finding out how many employees will be available after allowing for turnover, retirement and promotion is often called "internal supply forecasting". On the opposite determining the total number of employees required is then called "demand forecasting". Anthony et al (1999:143) argue that decision should be made about how to deal with estimated surpluses or shortages in view of the organisation's human resource utilisation objectives. The above can be determined by the organisation's overall human resource objectives for training and development. If shortage is predicted, the organisation must hire from the outside labour market if it expects to fill the resulting job vacancies. This decision may cause the organisation to review its human resource objectives with regard to hiring from the outside market vis-a-vis internal hiring. In order to maintain the balance for the demand and supply forecasting. Gerber's (1995:99) proposed model according to which human resource forecasting can be used. These model include: demand analysis, supply analysis and reconciliation.

From a strategic human resource planning viewpoint, input is valuable in determining which skills are currently available in the organisation (De Cenzo, Robbins; 1993:127) because the skills support the organisation strategies. The complete profile of the human resource inventory can provide crucial information for identifying current or future threats to the organisation's ability to

perform. The information from the inventory can be used by the organisation to identify specific variables that may have a particular relationship to training needs for increasing productivity, and succession planning. In other words, the human resource information system is there to assist human resource inventory. In addition to computerised human resource information systems some organisations have developed a management inventory which is called a replacement chart for senior management. The aim of developing the chart is to ensure that another individuals are ready to move into positions of higher responsibility. The replacement chart also highlights those position that may become vacant in the near future due to retirements, promotions, transfer, resignation, or death of incumbent (De Cenzo, Robbins;1994:129).

Unfortunately, many surveys of human resource forecasting techniques fail to make this simple distinction between techniques for forecasting demand and forecasting supply. In many ways supply forecasting is the simplest aspect of human resource planning, although, human resource planners tend to concentrate more on demand forecasting. It is the responsibility of human resource forecaster to estimate the number of jobs and people needed by an organisation to achieve its objectives and realise its plans over time as efficiently and effectively as possible. It is important to note that one cannot make a credible forecast without understanding where the organisation currently is, and how it got there. It is important to identify by applying historical relationships between output and staffing level. This can be achieved by applying trends analysis, in other words, finding an employee population breakdown for a number of previous points in time, such as end-of-year for the past five years. Main purpose of applying these exercise is to gain an understanding of how the

organisation has changed overtime and why? In other words the purpose of trends analysis in human resource demand forecasting is to determine which factor of the organisation most significantly influence the size and make up of its workforce (Pieters; 1998:54).

2.2.3.3 Steps in Human Resource Planning

There are also steps in human resource planning which needs to be taken into consideration. These include:

- (a) Setting human resource objectives.
- (b) Compilation of personnel inventory to assess current human resources (currently skills, abilities and potential) and to analyse how they are currently being utilised.
- (c) Human resource forecast predict future personnel requirements, including, the number of workers needed (demand for researchers, marketers an top executives) and the number expected to be available (supply of researchers, marketers and top executives).
- (d) Compilation of action plans to enlarge the pool of people qualified to fill the projected vacancies through recruitment, selection, training, placement, transfer, promotion, development or compensation.
- (e) Establishment control and evaluation procedures to provide feedback on the overall human resource planning system, by monitoring the degree of achievement of human resource objectives (De Cenzo, Robbins; 1994:129).

The technological advancements over the past several years have not bypassed the human resource management functions, all of the human resource functions from application to termination forms are done via computers. In this paragraphs, the importance of technology in human resource management is indicating how this technology can be used by human resource managers more

effectively to perform human resource planning. According to Anthony et al (1999:120) there are many strategic choices to consider with aspect of human resource planning. These choices can be categories according to the dimensions. Each dimension represents a choice an organisation makes when committing to any type of planning activity. These strategies include:

- An organisation can choose to be pro-active or reactive in human resource planning. This ensures that the organisation obtains the right number of employees with proper skills and abilities at the time they are needed.
- Organisation's decision determines its breadth. The implication is that the organisation can deal with one or two human resource areas, such as recruitment and selection or choose a broader focus which will include rewarding and training.
- The formality of the plan also form a strategy in the sense that an organisation can choose to have an informal plan which is vested in managers and human resource staff, or it can have a formalised plan that is clearly spelled out in writing backed up by supporting documentation and data.
- The other aspect is the degree of linkage the human resource plan has with the strategic plan. The linkage can either be a loosely linkage or fairly integrated which will be determined by the strategic plan.
- Finally the flexibility of the plan and its ability to anticipate and deal with contingencies. In most cases the organisation do not like high levels of uncertainty and the organisation reduce the uncertainty by planning which includes forecasting and predicting possible future conditions and events.

2.2.3.4

Human Resource Audit

There is a different between human resource audit and human

resource forecasting. The different is that human resource forecasting looks at the future, while human resource audit are concerned with the present. Gerber et al (1995:103) describe human resource audit as a systematic formal experience designed to measure the costs and benefits of the total human resource programme and to compare its effectiveness and efficiency with the organisation's past performance, the performance of comparable effective organisation, and the organisation objectives.

The activities which must be carried out by human resource audit include that current quality of the existing employees must be investigated with the aim of improving the quality of employee over a certain period. For this job analysis can be used. Attention should be given to skills inventory like the level of proficiency of the employees. Labour turnover should also be taken into consideration in human resource audit.

2.3 An applied approaches to human resource planning

Human resource planning aims at providing an organisation, by means of a scientific process, with the necessary human resources according to specific job requirements, when and where necessary (Gerber et al; 1995:103). The top management use approaches when forecasting. The techniques used are *inter alia*, expert approach technique, trend projection technique, tendency projection technique and the unit forecasting technique. The above will be discussed and will highlight how human resource forecasting can be maintained.

2.3.1 The expert approach technique

This is the simplest way to do human resource forecasting. In here the expert is asked to make a estimate of human resource needs based on his or her own experience of the institution. The Delphi technique involves the intensive questioning of every expert to obtain the required information.

These experts come from numerous related field, and they complete a detailed questionnaire concerning the issue to be addressed. In other words the Delphi technique is a structured approach for reaching a consensus judgement among experts about future developments in any area that might affect an organisation (Cascio;1993:154). This include human resource planning.

2.3.2 The trend projection technique

In here the forecast is developed based on a relationship between factors related to employment and the employment itself. This is a relatively cheap way of forecasting employment needs. A considerable number of qualitative analysis may be necessary to indicate the relationship between changes in human resource planning (Cascio;1993:154).

2.3.3 The tendency projection technique

This technique is based on the relationship between a single factor and employment. The more sophisticated approaches simultaneously take into account multiple factors. In order to do this models, projections are used in which these variables are simulated. The Markov chain analysis is an example of model use. The Markov chain analysis involves the development of a Matrix through which various forecasts can be done (Gerber et al: 1995:101). The changes or movements of human resource within an organisation are called the flow of employee (Anthony et al: 1999:145). This analysis is used to determine the time a person would take to master a post if he/she was employed at various levels in the organisation. The information gathered could then be integrated into a human resource plan to chart a trend.

2.3.4 The unit forecasting technique

The Unit may consist of a department, a project team or a group of employee. They use the bottom-up approach. The implication is that

members of the unit provide information for forecasting the future element to top management. Top management then use of the information obtained from the various units to make a global forecast. The accuracy of the forecast is probably enhanced by the in-depth knowledge that units have of their departments.

2.4 Job dimension or personal characteristics, relationship of job analysis to human resource planning and plan for improvement

Cascio (1995:126) identify the following as job dimension or personal characteristics necessary to undertake each job-modelling and calculation, computer software applications, project planning and management, written communications, individual and group interactions, data summary and synthesis and problem resolution.

In modelling and calculation the public official must bear in mind that he or she is serving different levels of people. If a public official is behaving in an unacceptable manner, the subordinates may copy that unwanted behaviour. Nowadays, technology is advanced, so it is necessary for public officials to be acquainted with such trends in order to be effective and efficient in executing their normal duties. On the other hand, it is important for public officials to know the purpose of serving the public and try to be informed about any change or improvement. In order to achieve that, a public official must notify the public through written communication, which can either be memo, letters or articles (Cascio; 1995:1270).

If there are more than three officials operating on the same desk serving different clients, it is important for a public official to perceive that groups are going to be formed. He or she must be able to work with those groups. The integration of information from a variety of sources is important for public officials, that is, the ability to gather information in order to assemble memos. In problem solving the ability to negotiate is important *enter alia*, that is, the ability to express ones own position verbally as well as in writing including supporting logic and arguments,

in order to communicate ones position to other parties (Cascio;1995:127).

It is important for the organisation to identify the number of employee and skills required to do each job, at least in the short term. In doing so the organisation will reduce uncertainty. Plans may be short or long term in nature, but to have a meaningful impact on future operations, business plans and human resource plans, must be integrally related to each other. There are types of plans which include: strategic, tactical and human resource planning (Cascio; 1995:141).

Strategic planning includes: defining philosophy, formulating statements of identity, purpose, and objectives, evaluating strengths and weaknesses, determining design, developing strategies and devising programmes. Strategic planning differs considerable from short-range tactical planning. It involves the fundamental decision's about the very nature of the organisation. Long-range strategic planning involves substantial commitments of resource (Cascio; 1995;141).

Tactical or operational planning deals with the normal growth of current operations as well as with any specific problem that might disrupt the place of planned, normal growth, erecting new building for the maintenance of efficient and efficiency is an example of tactical planning growth (De Cenzo & Robbins; 1994:143).

Managers need to become aware of the various levels of personal and organisational functioning, this implies they have, to have a "road map". Managers have to determine the goals of the organisation as a whole and the department in operation. They have to note the areas of congruity and discrepancy. Managers have to look for ways to increase the alignment. It has been suggested that departments can implement plans to provide organisational direction as well as information, and communication upon agreed organisational goals to all staff members. Everyone should be concerned and, understand specifically what he or she is to do, and how it fits into the overall perspective. A clear line should be

indicated to show who has the authority to take decision and make recommendations. The department must institute a follow-up system that monitors results in a positive, constituted manner. If the desired results are not produced individuals may be asked to suggests improvements, and a specification plan. Acknowledgement of positive results in the most appropriate form must be directed at each person. This is because some individual are motivated by tangible reward, others by recognition, and still others by independence and greater authority. The implication is that the managers must know his or her people well enough to determine what motivates them.

5 Challenges in human resource management

The current method of rating organisation in terms of their efforts at black advancement is based more on quantity than on quality (Horwitz 1994. Vol 14. No 2:p 196). The emphasis is based on long-term development rather than on short-term quick fixes. Human resource planning, as part of the strategic process, provides an opportunity to determine current and future requirements. This in turn links into the succession planning process for future positions. This process provides a logical structure for identifying development needs and providing coaching and career plans. Institution building require meaningful participation in decision, affecting the staffing and performance objectives of organisation.

Despite the steps in human resource planning there are also challenges with which human resource management is faced. These challenges are central. The challenges include to feed the hungry, find other new sources, cure diseases, curb inflation, lower unemployment and meet other challenges which are too vague. The central challenges facing the society is continued, that is, the improvement of the organisation, both private and public. Only if our public organisation continues to improve, the society will prosper and meet the challenges. Organisations improve through effective and efficient usage of resources. Purpose of human resource management is to improve the productive contribution of people to the organisation. Improving the contribution of human resource is so ambitious and

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implication is that objectives and strategic plans of the plans of the organisation should be taken into consideration. The emphasis was on how to prioritise the demand and supply of labour in the organisation.

Steps in human resource planning was also discussed. The emphasis was on how to set human resource objectives, the compiling of personnel inventory, human resource forecast and compiling of action plans and establishment of control, and lastly the evaluation in order to provide feedback. Human resource forecast was also discussed. The emphasis was on how to predict the future needs of employee and the over supply of employee within a period of a year. On the other hand human resource audit plays a significant role whereby the forecast will be based on the skills available within the organisation.

The approaches to human resource planning was discussed. Concise attention was given to the Delphi, Matrix and Markov model analysis. Human resource planning does not operate in isolation, it need to be related with the job dimension and personal characteristics of incumbents. Above this, there are many challenges which human resource management must take cognisance of. These challenges may emerge from different areas. For the manager to be pro active on the same desk serving different clients, it is important for the public official to perceive that groups are going to be formed, and he or she must be able to work with those groups.

CHAPTER 3

3. METHOD OF COLLECTING DATA

3.1 Introduction

Data collection is the most-time consuming part of research. It is necessary to collect data because without it, it will not be possible to broaden one's understanding in order to explain the "unknown", or add new knowledge to existing knowledge.

Research methodology deals with how to collect data and the processing thereof within the framework of the research process (Brynard & Hanekom: 1997:27). There are two basic methodologies for collecting data that can be distinguished, namely quantitative and qualitative methods. Both methods use specific techniques to collect data, *inter alia*, literature reviews, interviews, questionnaires and direct observation. Instruments such as attitude and rating scales have been developed to measure the reliability of the methods of data collection. In turn, the reliability and validity of measuring instruments have to be tested. In this chapter research instruments, sampling and the techniques of data collection will be discussed.

3.2 Research Instruments

Any research project stands or falls on the quality of the facts on which it is based. An excellent research design, and a very representative sample are not sufficient if an analysis rests on incorrect data. The importance of constructing an appropriate and accurate instrument for measuring and collecting data is an absolute necessity (Bless & Higson-Smith; 1995:63).

Effective research requires research resources such as academic information centres or a library for the purpose of literature reviews. Literature review enable the researcher to obtain background knowledge on the research problem (Brynard & Hanekom; 1997:27). Measuring instruments can quantify information in order to obtain data for statistical analysis as well as statistics which can be used to

explain the presence of phenomena quantitatively.

Throughout the process of data collection the problem of persuading participants to co-operate with the researcher is ever present. Lack of co-operation leads to non-response, incompletely filled-in questionnaires, and unreliable results. Lack of co-operation can be disastrous in a research project because participants have the right to refuse to participate. There are generally accepted ethical rights of participants which a social scientist should respect. These ethical rights include privacy, voluntary participation, anonymity, confidentiality and a special way of action (Bless & Higson-Smith, 1995:102).

From the research instrument it can be deduced that the observation, questionnaires, interview and literature review are important tools for collecting data. Observation, interviews, and questionnaires are going to be used in this research. The reason for using these techniques is that people perceive things differently. The main point is that people do differ in approaches. It is important for the researcher to plan everything and keep record of whatever happens during the whole research process.

3.3 Sampling

The sample was drawn from officials holding top position. This was time-saving and cost-effective as they were all based in Polokwane. The sample consists of the Regional Director, Deputy Director, Training Officer, Chief Immigration Officer, Administration Clerk, three Chief Administration Clerks, and three Administration Officers. These officials report directly to the Regional Director. The sample size is eleven officials. Judgmental sampling is non-probability sampling. This sampling method is based on the judgement of the researcher regarding the characteristics of a representative sample (Bless & Higson-Smith; 1995:95). In this a sample is chosen on the basis of what the researcher thinks to be an average person. The strategy is to select a unit that is judged to be typical of the population under investigation (Brynard & Hanakom; 1997:43).

Sampling is a technical device to rationalise the collection of information, to choose in an appropriate way the restricted set of objects, persons and events, from which the actual information will be drawn (Bless & Higson-Smith; 1995:96).

If one wants to collect information about a group of people or phenomena that will give an accurate picture, the best way is to examine every single member or element of the group. On the other hand, it is also accurate to reach conclusions by examining only a portion of the total group. The entire set of objects, events or groups which is the object of research and about which the research intends to determine some characteristics is called population (Bryanard & Hanekom; 1997:43).

Sampling theory is in fact the study of the relationship between a population and the sample drawn from it. One of the most important aims of research is to determine some characteristics of a population whereas one of the objectives of sampling is to draw inferences about the unknown population parameters from the known sample statistics which are obtained by collecting data from the sample (Bless & Higson-Smith, 1995:86). In other words, sampling means abandoning certain elements in favour of probability. Probability is understood as the likelihood of an event to happen, an element to be found, or a statement to be true. If sampling or selection of sample, is correctly, carefully carried out, the margin of error can often be accurately calculated. The sample in this research is all top officials centred in Polokwane, the Mankweng area is only a satellite. This implies that all the planning of the department is done by the District office.

When sampling the following were taken into consideration: chance factor, bias in selection and non-response error. It happens that the structure of the department comprises of the Regional Director, Deputy Director, Administration Clerk, Training Officer, Chief Immigration Officer, three Chief Administration

Officers, and three Administration Officers (Secretaries). This is the reason why the purposive or judgmental sampling method was used.

One of the major issues in sampling is to determine sampling that best represents a population that will allow for accurate generalisation of results. To ensure representative samples, it is better to use a complete and correct sampling frame, which is the list of all limits from which the sample is to be drawn. An inadequate sampling frame, one which discards parts of the target population, can be the cause of poor research results, and particular care must be taken to avoid this pitfall. Therefore an adequate sampling frame should exclude no element of the population (Bless & Higson-Smith; 1995:88).

3.4 Techniques of data collection

Social scientists rely mostly on research methods, as opposed to unobtrusive measurements. In other words, in social science research, the researched is aware of being studied and react to stimuli, often questions presented by the researcher. The most frequently used method of gathering information is by directly asking respondents to express their views, therefore, the emphasis of this section is placed on observation, interview and questionnaire.

3.4.1 Observation

Simple observation, also called non-participant observation, is the recording of events as observed. During my observation the following were observed: congested (offices), filthy conditions and long queues. Simple observation is based on the assumption that the observer merely records facts without interaction with what is observed. In actual fact the observation itself introduces bias by the very fact of the observed person's awareness of being observed. To avoid this indirect interference with the observed person, a more complex type of observation and participation can be used. In this research simple observation was also used. In order to observe the behaviour of one, one needs to plan systematically,

specifying what and how to observe. Everything which was seen was recorded and subjected to control in order to maintain a high level of objectivity. In this method of collecting data one needs to be patient because it is costly

3.4.2 Interview

It was discovered that observation alone could not provide sufficient information, therefore the interview technique was also used. An interview involves direct personal contact with the participant who is asked to answer questions (Bless & Higson-Smith; 1995:105). Non-scheduled structured **interview** was conducted because of the need of specific and detailed information which facilitates comparison of the reaction of different participants. The interview is structured in the sense that a list of issues which are under investigation is made prior to the interview. The list contain some precise questions and their alternatives or sub-questions depending on the answer to the main question. The respondents were free to choose to express their particular view and answers to the problem.

The interview conducted with Ms Molapo M.E (Deputy Director) was on the 01 March 2001 at 09H00 in her office. She responded to three questions posed to her. Most of the questions where introductory. But the most important question to the topic was, who is responsible for human resource planning within the department? The answer to this was ambiguous because she responded in two ways. She said “top positions are planned nationally through the facilitation of the Regional Director accompanied by the Deputy Director..”. She answered positively and the rest of the questions were referred to Mrs Du Toit who is the Administration Clerk on human resource management.

The posed questions to Mrs Du Toit were as follows: why is the Mankweng office operating in a filthy and congested place? She

responded positively and the information needed was obtained. She said “they are operating under the umbrella of the department of Justice, Mankweng area is just a satellite”. The other question was why are you operating under the umbrella of the department of Justice? Her response was positive and complained about budget constraints. The other issue was who is in charge of human resource planning? The response was the training officer is the one in charge. She was not available for personal interview. In terms of demography the sample is imbalanced because those who have responsibility and accountability are both females and males who differ in number. The department at the Mankweng office has five females and six males. In the organisation some have degrees while others have diplomas. The method of promotion by way of motivation was also highlighted whereby the junior positions holders, after finishing three years, automatically qualify for promotion. To the incumbents of top positions there is no such arrangement because everything is done nationally. There are also posts which are vacant which have been created but it takes a long time to fill these posts.

3.4.3 Questionnaire

3.4.3.1 Introduction

Questionnaires are the most time-consuming and costly method of collecting data. This is because the questionnaire needs to be administered, have a procedure to follow and the problems encountered during administration. All the three aspects in questionnaires will be discussed below.

3.4.3.2 Administering of questionnaire

The information gathered during observation and interviews was not enough for the purpose of this research.

CHAPTER 4

4. DATA ANALYSIS AND RESULTS

4.1 INTRODUCTION

Chapter four deals with the scoring, presentation, data analysis, and integration of results to the overall research. In scoring data the respondent's biography will be illustrated. After the biography of respondents the statistical analysis will be followed whereby the score will be illustrated. This will be done by tables. When analysing the scores, the total scores will be shown when presenting data. The integration of results will be discussed and related to the overall research. This will be followed by the summary.

4.2 Scoring of Data

Officials who returned their questionnaires were eight out of eleven. Their biographic information is contained in the table below:

Table: 1

Gender	Age	Qualificati on	Service	Marital	Category	Position	Nature
Male	51-60	Degree	13&above	Married	Disadvantaged	Director	Operation
Male	41-50	Diploma	10-12	Married	Disadvantaged	Chief Admin Clerk	Operation
Male	31-40	Diploma	Less than two	Single	Disadvantaged	Chief Admin Clerk	Operation
Male	31-40	Std 10	10-12	Married	Disadvantaged	Chief Immigration Officer	Operation

Female	41-50	Degree	7-9	Single	Disadvantaged	Training Officer	Operation
Female	41-50	Std 8	13 & above	Single	Disadvantaged	Admin Clerk	Operation
Female	41-50	Std 8	7-9	Married	Advantaged	Admin Officer	Operation
Female	31-40	Degree	3-6	Single	Disadvantaged	Deputy Director	Operation

Their marital status vary. There is only one official who is 51-60 years old and a male, married with degree and thirteen years and above and is from disadvantaged community. In the 41-50 age group there are three females and one male. Two females are single, two having standard eight, one with degree, two having seven to nine years of service and one thirteen and above years of service; while one male had ten to twelve years of service, married, and with a diploma as his highest qualification. Two females and male are both from the disadvantaged community and one female from the advantaged community. In the last category there is one female and two males with their age ranging from 31-40. The female and one male are single while the remaining male is married. Their qualification vary, the female having a degree and one male having a diploma and the other male having standard ten as his highest qualification. Their services also vary. The female has three to six years, one male ten to twelve years and the other male less than two years of service. All of them are from the disadvantaged community. In overall the nature of the job the sample is performing is operational.

4.3 Presentation of data

In the presentation of data tables are going to be used to illustrate how the responses have impacted on the research. The emphasis is on what was intended to be tested. There was 15 questions with 5 categories each.

Category	1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree	Total
Questions						
1.	1	1	2	3	1	8
2.	0	1	1	3	3	8
3.	1	1	3	2	1	8
4.	0	1	3	3	1	8
5.	0	0	0	4	4	8
6.	1	2	3	2	0	8
7.	0	2	2	2	2	8
8.	0	1	3	2	2	8
9.	1	1	4	2	0	8
10.	1	1	2	4	0	8
11.	0	0	1	5	2	8
12.	0	1	1	2	4	8
13.	0	1	2	4	1	8
14.	1	1	1	2	3	8
15.	1	1	0	5	1	8
Total	7	18	28	45	25	120

4.4 Data Analysis

The following paragraph deals with the statistical analysis. It has been shown that category 4 dominated the whole range. This category is to 'agree' with the statement. The implication is that out of 15 questions with five (5) categories, category four (4) was dominant by 45 respondents

which is 89%. It is followed by category 3 which is 'uncertain' with 28 respondents which is 78%. Category 5 which is 'strongly agree' has twenty-five (25) respondents which is 75%. Category 2 which is 'disagree' had eighteen (18) respondents which is 66% and category 1 which is 'strongly disagree' had seven (7) respondents which is 27%. The implication of the above discussion is that category 4 has impact on the

service delivery, i.e. question five, which is job analysis and procedure, is comparable to human resource management of the department. Here follow the analysis of each statement.

Statement 1.

Human resource planning is fair to all intended beneficiaries. The eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
1	1	2	3	1

Category 4 which is 'agree', has the majority of respondents. The motivation given was that of the determination of how many officials will be required in the department to function effectively in future. This is followed by category 3 which is 'uncertain', the responses were not clearly indicated but it seems as if the officials failed to understand the statement. Category 1 which is 'strongly disagree' and category 5 which is 'strongly agree' have the same number of responses. In the 'strongly disagree' the respondents indicated that human resource planning is beneficiary to employees who have skills for the job. In category 5 the responses were motivated by indicating that those who are skilful will benefit if proper human resource objectives are taken into consideration.

Statement 2.

Managers are directly involved in human resource planning, and are well informed about the procedures and standard for service delivery.

The eight respondents answered as follows.

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
0	1	1	3	3

This statement category 4 which is 'agree' and category 5 which is 'strongly agree' have the same number of respondents which is three. The reason given was that managers are directly involved as they have to apply all generic processes and ensure that the personnel requirements are reconciled with the relevant budget, and work according to procedures and standard for service delivery. Category 1 which is 'strongly disagree' had no response but category 2 which is 'disagree' and category 3 which is 'uncertain' have one response each. In category 2 the reason given was that the statement was ambiguous while in category 3 the reason given was that the statement is not properly formulated.

Statement 3.

The human resource planning is driven by the human resource management of the department. Eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
1	1	3	2	1

Category 3 which is 'uncertain' has three respondents, the reason given was that human resource planning converts the goals and plans of the institution in terms of the number of personnel which will be required to realise the goals set. Category 4 which is 'agree' has two respondents, and the reason given was that the human resource management has full responsibility for what is happening in the department, followed by category 1 which is 'strongly disagree' and no reason was given but it implies that the respondents know nothing about human resource issues. In category

2 which is 'disagree' no reason was given, and the same in category 5 which is 'strongly agree'. In the 'strongly agree' and 'agree' the views given are nearly the same because both indicated that according to the structure of the department the training officer is the one driving the department of human resource planning.

Statement 4.

Specific and standard measures exist for recruitment employees. Eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
0	1	3	3	1

Category 3 which is 'uncertain' and category 4 which is 'agree' have the same number of respondents which is three. In category 4 the reason given was that the head of the departments has the responsibility to make positive publicity of their department. In category 3 the reason given put emphasis on the ambiguity of the statement. Category 5 which is 'strongly agree' has one respondent, and the reason given was that recruitment has procedures and specific standard of what should be available for the department to ensure a proper replacement. Lastly category 2 which is 'disagree' has one respondent, and indicated that there will be bias if there are specific procedures and standards for recruitment.

Statement 5.

Job analysis and procedures are comparable to those of similar departments. Eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
0	0	0	4	4

Category 4 which is 'agree' and category 5 which is 'strongly agree' have the same number of respondents which is four. The reason given to category four was that heads of departments must do everything in their power to make positive and favourable publicity available to their department, and in category 5 the reason given was that job analysis and procedures should be compared with that of other departments because as managers assessment is needed to determine what the job requirement is, and watch demarcation or limitation were services overlap with that of other jobs to avoid duplication.

Statement 6.

Job description is performance-based. Eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
1	2	3	4	0

Category 3 which is 'uncertain' has three responses while category 4 which is 'agree' has two responses together with category 2 which is 'disagree'. Category 1 which is 'strongly disagree' has one respondent. The reason given was that in category 3 which is 'uncertain' the respondents complained of the ambiguity of the statement. In category 4 which is 'agree' the reason given was that the job description is the bottom line summing up different tasks and duties associated with the work, equipment, service conditions and possible dangers. In category 2 which is 'disagree' the reason given was that job description is not performance-based because in job description one will be informed about what he or she is supposed to do. In other words it is a tool to show what the organisation expected from the individual. In category 1 which is 'strongly disagree' the reason given was that job description

illustrates what is entailed in each task.

Statement 7.

Are officials directly involved in the complexity of human resource planning? Eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
0	2	2	2	2

Four categories have two responses each, that is category 2, 3, 4 and 5. The reason given to category 2 which is 'disagree' is that no officers are included because functions such as recruitment, training or transfer, rotation is normally part of the responsibility of the human resource function and these are involved in functional or operational work. In category 3 which is 'uncertain' the reason given was that there are no directives for officials; wether senior, middle or lower . In category 4 which is 'agree' the reason given was that every employee has the right to be represented in any decision-making body. In category 5 which is 'strongly agree' the reason given was that it is important for every official to voice his or her grievance through their involvement in the complexity of human resource planning.

Statement 8

Site visits are important for human resource management. Eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
0	1	3	2	2

In category 3 which is 'uncertain' has three responded followed by category 4 which

is 'agree' and category 5 which is 'strongly agree' with two respondents each. Category 2 which is 'disagree' has one respondent. The reason given to category 3 which is 'uncertain' is that which site visit is important as their office is the headquarters. In category 4 which is 'agree' the reason given is that site visits are important because human resource management can determine what is necessary to be developed and improved. In category 5 which is 'strongly agree' the reason given was that it was to detect the shortfalls and to develop the immediate measures to eradicate those shortfalls. In category 1 which is 'strongly disagree' the reason given was that site officials feel threatened and their productivity automatically drops.

Statement 9.

The demand and supply of labour is uncertain. Eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
1	1	4	2	0

Category 3 which is 'uncertain' has four respondents followed by category 4 which is 'agree' with two respondents, and category 1 which is 'strongly disagree' and category 2 which is 'disagree' have an equal number of respondents which is one each. In category 3 which is 'uncertain' the reason given was that a survey of existing personnel must be made before the human resource requirements for a given institution may be determined. In category 4 which is 'agree' the reason given was that no one can predict the demand and supply of labour. In category 5 which is 'strongly agree' the reason given was that the demand and supply of labour is unpredictable. In category 1 which is 'strongly disagree' the reason given was that labour which is available is sufficient for the delivery of service.

Statement 10.

A Replacement Chart is useful. Eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
1	1	2	4	0

Category 4 which is 'agree' has four responses followed by category 3 which is 'uncertain' with two respondents. Category 1 which is 'strongly disagree' and category 2 which is 'disagree' have an equal number of respondents which is one. In category 4 which is 'agree' the reason given was that the utility of the replacement chart for statistical data is useful because a manager can keep strategic planning up to date and the manager will definitely know who is likely to be promoted. In category 3 which is 'uncertain' the reason given was that of the ambiguity of the statement. In category 2 which is 'disagree' and category 1 which is 'strongly disagree' no reasons were given.

Statement 11.

The Department benefits from strategic planning. Eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
0	0	1	5	2

Category 4 which is 'agree' has five respondents followed by category 5 which is 'strongly agree' with two respondents and category 3 which is 'uncertain' have one respondents each. In category 4 which is 'agree' the reason given was that it is the evaluation of performance and control of work activities while in category 5 which is 'strongly agree' the reason given was that of planning for the future. In category

3 no reasons were given.

Statement 12.

Training is necessary for the officials. Eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
0	1	1	2	4

Category 5 which is 'strongly agree' has four respondents followed by category 4 which is 'agree' with two respondents, and category 3 which is 'uncertain' and category 2 which is 'disagree' with one respondent each. In category 5 which is 'strongly agree' the reason given was that to develop their skills and training is an auxiliary aid to ensure the loyalty and responsibility of officials and keeping their moral high. In other categories no reasons were given.

Statement 13.

Technology is an important tool. Eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
0	1	2	4	1

Category 4 which is 'agree' has four respondents followed by category 3 which is 'uncertain' with two, while category 2 which is 'disagree' and category 5 which is 'strongly agree' had one respondent each. In category 4 the reason given was that strategic planning and continual training should be updated. In other categories no reasons were given.

Statement 14.

Salaries, wages and benefits serve as motivation. Eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
1	1	1	2	3

Category 5 which is 'strongly agree' has three respondents followed by category 4 which is 'agree' with two, while category 3 which is 'uncertain', category 2 which is 'disagree' and category 1 which is 'strongly disagree' shared one respondent each. In category 5 which is 'strongly agree' the reason given was that officials will enjoy their work if they get sufficient salaries and that it will motivate them. In category 4 which is 'agree' the reason given was that salaries form part of motivation because each employee needs to be remunerated after performing certain functions. In category 3 which is 'uncertain' the reason given was that every worker needs to be motivated. In category 2 which is 'disagree' the reason given was that salaries, wages and benefits are not the only things which can motivate employee to perform up to standard. In category 1 which is 'strongly disagree' the reason given was that the priority is job satisfaction and the condition which is conducive for work will also motivate employees to perform well.

Statement 15.

Consultation is a better way of bringing about efficiency and effectiveness. Eight respondents answered as follows:

1. Strongly Disagree	2. Disagree	3. Uncertain	4. Agree	5. Strongly Agree
1	1	0	5	1

Category 4 which is 'agree' has five respondents while category 1 which is 'strongly disagree', category 2 which is 'disagree' and category 5 which is 'strongly agree' have one respondent each. In category 4 which is 'agree' the reason given was that the management must consult the officials when making decisions, and in policy-making. They can also consult the community by making use of suggestion boxes. In category 5 which is 'strongly agree' the reason given was that consultation is the bottom line for successful management. In category 2 which is 'disagree' the reason given was that there are certain issues which need not to be consulted for before implementation. In other categories no reasons were given.

4.5 Integration of results to overall research

Statements one, two, three, four, five, six, seven, eight, nine and ten form the core of the research. In the statements related to human resource planning regarded as fair to all intended beneficiaries the respondents affirm that statement by circling category 4 which is 'agree'. This is because jobs involve content, consist of task, functions, responsibility, behaviour, obligations, and qualification necessary for the job. It also includes skills, abilities and experience, output, compensation in the form of promotion and intrinsic job satisfaction (Gerber; 1995:82).

Statement 2 refers to managers directly involved in human resource planning, and their being well informed about the procedures and standard for service delivery. Category 4 which is 'agree' and category 5 which is 'strongly agree' have the majority of responses which is three each. The implication is that direct involvement of managers in human resource planning will help during the job design process, whereas approaches like job simplification, job rotation, job enlargement, and job enrichment are going to be taken into consideration. In other words job design has a definite influence on the employees' potential to perform and thus bring about organisational effectiveness.

Statement 3 deals with human resource planning which is driven by the human

resource management of the department. Category 3 which is 'uncertain' has the majority of respondents which is three. The respondents seem to forget that human resource planning is driven by human resource management because it carries out wages and salary surveys to ensure that the organisation's wages and salary level are in line with those of other related organisations. They develop incentive schemes such as the compensation system to increase employee efficiency and prepare accurate job descriptions and other recruitment aids, manage training development and succession planning.

Statement 4 stated that specific and standard measures exist for recruiting employees. Category 3 which is 'uncertain' and category 4 which is 'agree' have the same number of respondents that is three. The emphasis in this statement was based on the internal recruitment whereby certain factors should be considered.

Statement 5 stated that job analysis and procedures are comparable to those of similar departments. Category 4 which is 'agree' and category 5 which is 'strongly agree' have the majority of the respondents which is four each. The motive behind these statement was that in job analysis one will determine, by observation and study, pertinent information the nature of specific jobs. In other words job analysis helps managers to answer questions such as: how can a job be structured, how much time is necessary to carry out a specific job, what activities must be carried out to execute a job and what types of skills and experience are necessary to carry out specific jobs successfully?

In statement 6 it is stated that job description is performance- based. Category 3 which is 'uncertain' has the majority of respondents. The emphasis was based on written statements of those facts which are important regarding the duties, responsibilities, and their organisational and operational interrelationship.

Statement 7 asked whether officials are directly involved in the complexity of human resource planning. All categories have an equal number of respondents which is two

each. The emphasis was to indicate that officials should be directly involved in human resource planning by voicing their grievances and making need identification to the job itself and forward them to the decision-making body.

Statement 8 indicated that site visits are important for human resource management. Category 3 which is 'uncertain' has the majority of respondents which is three. The emphasis was to determine whether respondents really have insight of site visits whereby they can detect what is necessary for improvement and development in the satellite.

Statement 9 states that the demand and supply of labour is uncertain. Category 3 which is 'uncertain' has the majority of respondents which is four. The motive behind this statement is that the demand and supply of labour is uncertain because there are times where the department has many clients who need to be served and on the other times one may find that the department has very few clients.

Statement 10 implies that the replacement chart is useful, category 4 which is 'agree' has the majority of respondents which is four. The implication is that the replacement chart involves preparing specific candidates to replace existing incumbents when they are transferred or promoted, or when they retire. In other words it is important to develop an accurate profile of staff that qualify for the requirements or have the necessary potential, and then to take the necessary steps to prepare such candidates for filling the expected vacancies by, among other things, sending them for training and development programmes.

It can be deduced that 90% of the respondents reaction reflect that the management knows some of the practices in human resource planning. The main aim of the research is to find out why the Mankweng area is operating in filthy condition. It has been discovered that Mankweng is just a satellite and is operating under the umbrella of the Department of Justice. Due to the responsibility given to the Administration Clerk who is in charge of the area it is impossible for him or her to realise that the

place they are operating in is congested, because most of the time he or she will be out with a mobile unit to other areas. Generally one makes the conclusion that Mankweng area is understaffed as it is operating with only three officials to serve a population of more than 3 000 000 . This is why most of the documents are not processed in time.

5. SUMMARY

The emphasis in this chapter was on what is entailed in the research. It was of paramount importance to score data collected and integrate it with the results. The score of the data collected has been presented whereby the emphasis was on each statement designed. The most important factor which was taken into consideration was the first ten statements which formed the core of the discussion. The aim, as indicated, was to answer the question in chapter one which is the hypothesis.

CHAPTER 5

5. FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In the text following, the overall objectives of the research will be dealt with. In order to give the overall objective, it is important to note that all the information gathered should reflect reality. For the research to be valid and reliable it needs to have findings. The finding should be discussed in the light of two Chief Administration Officials who have less responsibility compared with the Administration Official who has more responsibility.

In the conclusion a summary of the text will be given. The implication is that the aims, objectives, literature review, and data collection should be given. The conclusion will be followed by the recommendations and the limitations. In the recommendations the positive or what the researcher thinks is appropriate to improve service delivery in Mankweng will be given. This will be followed by the limitations which must show the extent to which the department should try to improve the poor service delivery occurring in the department.

5.2 Discussion of findings

By observation filthy and congested offices were discovered. It was also observed that the Department of Home Affairs is a satellite office at Mankweng operating under the umbrella of the Department of Justice.

Through interviews it has been discovered that the department fails in its functions because of the “pilot error” which means that officials are misplaced or undermined or even not given preference. According to the Department’s structure there are eleven (11) top officials, ten (10) of which are functional and one position is vacant because the occupant resigned recently. The process of advertising posts should be undertaken by the national government through the facilitation of the Regional

Director. It has also been found that top positions fall under the national government while junior positions are treated locally if the budget allows. A good example is the Mankweng offices which are operating under the umbrella of the Department of Justice. This causes havoc because they are congested. The other thing which touches the core of the research is that an Administration official has responsibility for five sections: four service points and one mobile unit. His superiors, the Chief Administration Officials have less subsections reporting to them as they are two, one dealing with passports, deaths and marriages while the other deals with migration.

This will be illustrated by the table below

Table. 3

Chief Administration Official 1	Chief Administration Official 2	Administration Official
Passports with three Officials Deaths with one Official Marriage with one Official $3+1+1+1=6$	Migration with three Officials $3+1=4$	Counter with nine Officials Data with three Officials Births with two Officials Rectification with two Officials ID with two Officials $9+3+2+2+2+1=19$

In statement 1 of the questionnaire, it has been discovered that human resource planning is fair to all intended beneficiaries. This is because human resource planning is the process of placing the right person at the right time in an available post in an organisation (Le Roux et al, 1995:155). The emphasis is that the qualification and skills of the potential employee must be of such a nature that long term productivity and organisational continuity is ensured.

It is important for human resource managers to familiarise themselves with the task of the department. Gerber et al (1995:85) put emphasis on the existence of an organisation which is based on the degree in which it is able to obtain the most suitable employees, particularly in South Africa, where the labour market is characterised by an imbalance; a dire shortage of skilled and professional people on the one hand and over supply of unskilled and semi-skilled workers on the other. Anthony et al (1999:133) stress that human resource planning is the key link between an organisation's strategic plan and its overall human resource management function. In other words the strategic plan is a projection of how the organisation plans to acquire and utilise its human resources. All these can affect and are affected by the organisation's overall strategic plan, which serves as the basis for overall human resource management.

Statement 2 asks if managers are directly involved in human resource planning, and informed about the procedures. The respondents indicated that human resource planning form the first step in the human resource provision process (Gerber et al, 1995:86). In other words human resource managers must undertake a job analysis in which all information relevant to the position is collected. In order to gather information different ways can be used, inter alia, observation, interview, and questionnaires.

In statement 3 which says human resource planning is driven by human resource management of the department, the respondents were uncertain, however, the emphasis was true that human resource planning is driven by human resource management. This is illustrated by Gerber et al (1995) when he indicates that human resource management is a staff function, with the aim of helping other functional managers to apply and utilise the most important production factor, as effectively determined how successful the other means of production will be applied. It goes further in illustrating the objectives, which are:

- The establishment of the belief that the human resource of an organisation consists of unique individuals who can make a meaningful impact on the

success of the organisation.

- The establishment of how employees and an organisation can adapt to each other to the advantage of both parties.
- Support by human resource managers of other lines and staff managers in the execution of their task related to human resource management and the management of people (Gerber et al; 1995:57).

Le Roux et al (1995) identify four key elements of management which are planning, organising, leadership, and control. In other words the role of management is to achieve the greatest possible profitability for the organisation by means of planning, organising, leadership, and control, and to meet the needs of the clients by making use of limited resources.

Statement 4 implies that specific standard measures exist for recruiting employee. The emphasis was to show that a recruitment policy spells out the objectives of the recruitment process and provides guidelines for carrying out the recruitment programme. In other words a recruitment policy is aimed at enabling management to attract the most competent individual for every task, and to fill the job with the best qualified applicant. These factors that influence recruitment are internal and external. The guidelines for recruitment indicate that human resource planning and forecasting should follow any recruitment action; comprehensive job analysis is a prerequisite for ensuring that attempts at recruitment are non-discriminatory and that they take place in accordance with job-related factors. Job specification must be created to ensure an accurate match, sources and methods of recruitment must be adapted to each organisation, and both the negative and the positive aspects of the job must be made known to the applicant. Recruitment must take place in accordance with the needs.

Statement 5 says job analysis and procedures are comparable to those of similar departments. All respondents agreed with the statement. The implication of the statement was to determine if job analysis plays a significant role in the organisation. Gerber (1995) defines job analysis as the process to determine, by observation and

study, pertinent information about the nature of specific jobs. This is because it is an essential process of obtaining certain information with regard to a job. This means that managers must compare and contrast with other departments.

In statement 6 indicating that job description is performance-based the respondents were uncertain because they indicated that the statement was ambiguous. The emphasis was based on the written document which spelled out what the incumbent does, how he or she does it, and under what circumstances the task is carried out.

In statement 7 which asks if officials are directly involved in the complexity of human resource planning, the respondents shared all categories with two responses each. The emphasis was to indicate that human resource planning is essential for determining future human resource needs, and human resource planning enables the organisation to adapt to changes in the market competitors, technology, products and government regulations. The emphasis was on strategic planning which is an important component of human resource planning

In the overall discussion it was discovered that men claimed to be better task leaders than women. The ability of young men and women to work together in groups has significantly improved. Women appear to be more willing to compete for leadership even as one female on a predominantly male team. The expertise combined with the interest that participant finds in the group constitute a force which creates added value in comparison to a situation where each is content to solve problems alone or to observe from a distance what others do.

In most cases when an organisation fails to do a good job it is rarely because they lack the necessary resources. They fail because they employ work processes which interfere with the expression of their resources. Performance suffers in direct proportion to the neglected or suppression of the organisation's innate potential and is invariably due to the work process which governs the ability used. In short an organisation fails to accomplish its mission when its leaders mismanage its potential.

5.3 Interpretation of results compared to the vision and mission

Out of fifteen questions statement 4 led by eighty-nine (89)% of the respondents agreeing. This means that they know why they are working. The objective of the department was also accomplished. Through the vision and mission of the department, the department will direct its resources and capacities towards concretising its value. This is because it needs to become a fully democratic, human rights-based and people-centred and driven institution characterised by clear development orientation, professional ethos and work ethics. Its emphasis is on a representative workforce which needs to be properly equipped through empowerment and capacity building to comply with a set standard of service excellence and perform its assigned responsibility in a planned, programmed and accountable manner.

In the vision the department is committed to the vision of the Government of South Africa to continually improve the lives of the people of the country through a transformed public service which is representative, coherent, transparent, efficient, effective, accountable and responsive to the needs of all. With regard to its internal policies, structures and functions the department will endeavour at all times to promote this vision and transform itself to comply with the requirement thereof.

5.4 Recommendations and limitations

As indicated human resource planning means different things to different people. However, an agreement was reached whereby the ultimate objectives were that it is most effective to use scarce talent in the interest of the worker and the organisation. The emphasis is on an effort to anticipate future business and environmental demands on an organisation. This can be achieved through the usage of recruitment and selection. These methods are effective and efficient, unlike the department categorising levels of hierarchy whereby top positions which are sensitive, take a long time and expensive. Local people have those skills and capabilities to perform satisfactorily. The importance of this is that the strategies and steps in human resource planning will alleviate discord. Challenges in human resource management

should be taken into consideration for effective human resource planning. These challenges can either be internal or external.

It is important to note that human resource planning represents an area of increasing cooperation between management and labour (Hortwitz; Vol. 14, No. 2, p. 197). The prosperity of management for involving employees in decisions affecting their own development is the most crucial issue. The involvement of employee in decision-making facilitates a shift towards cooperative relations necessary for institution building. In South African organisations there is no cooperative culture of people development. Raising managerial competence in strategic management, negotiations, resource development, and use of operations and administrative skills are vital for effective institution-building.

Excellent organisation begins with excellent leadership. It is important for leadership to establish direction, identify objectives, articulate values and what is good and subject to reward and what is prohibited and subject to punishment. Sufficient personnel can also determine quantity performance of the organisation. More than one leader has fallen into the trap of trying to accomplish the organisational mission according to a cultural mandate which suppresses potential, leaving it unexpressed, unrealised and the leader with the impossible task of trying to compensate for a perceived lack of talent and commitment needed to do a job at hand (Cascio; 147).

Effective leaders, in contrast with their less effective colleagues, have a great respect for the wide range of creative possibilities which comprise the potential of those whom they might lead and work to provide circumstances which encourage the emergence and expression of possibilities. The art of effective leadership is revealed in a mind set which acknowledges and values the multitude of possibilities which exist among the organisation's members. At the same time effective leaders appreciate better than most, that what is possible is not necessarily probable. The task of the leader is to create circumstances which encourage the full expression of possibilities while simultaneously capitalising on the probabilities most germane to

the organisation's mission. Leaders who supply the opportunities for constructive expression of the human desire to contribute will find that both their people and the organisation prosper. Human skills are required for leader effectiveness because there are other people whose efforts must be encouraged and co-coordinated, channelled and rewarded and managed for optimal results (Van Der Waldt et al; 1998:300).

The methods for involving people in decision-making were sadly lacking and the need for new methods echoed everywhere. The moderation method should be developed: a creative methodology that combines the techniques, social psychology and sociology based upon a profound humanism.

The purpose of training and development programmes must not be to get rid of the transition curve but to help people manage the seven stages of transition successfully. These stages are immobilisation shock, denial of change, acceptance of reality, testing search of meaning and integration. This is through a blend of self-insight, organisation and group insight and specific skill development to aid the transition. It is understandable that management when faced with severe reductions, will chop away those functions which can be eliminated with the least amount of disruption in the operation.

The white paper on the transformation of the Public Service stresses that the policy needs to address the legacy of apartheid by meeting the basic needs of the community through improved service delivery. The creation of an organisational structure which is comprised of formal, informal, line and staff. Managers should try to utilise the management theories in order to get suitable candidates for the job in hand. On the other hand it is important for managers to know how to motivate employees. Some employees will be satisfied by the job itself while others will be satisfied by the incentives and rewards after achieving objectives. In the management theories, the complexity of jobs should be identified and analysed. When analysing different ways of performing jobs will be distinguished. Lastly, it is important for the management of the Department of Home Affairs to note that computer offices are required in the

Mankweng area. The department of Home Affairs is the primary department nationally, therefore it needs to operate independently, not under the umbrella of any other department.

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RESEARCH QUESTIONNAIRE:

HUMAN RESOURCE PLANNING: AN EXAMINATION OF ITS EFFECT ON SERVICE DELIVERY IN THE DEPARTMENT OF HOME AFFAIRS GREATER MANKWENG, LIMPOPO PROVINCE.

Dear Sir/Madam

This is part of a research for Masters Degree in Public Administration (MPA) at the Turfloop School of Leadership of the University of the North.

Kindly furnish some information on the above subject by ticking or circling, where applicable, the response that best reflects your view about the statement made. Where possible, provide reason(s) for the view held. There are no wrong or right answers.

The questionnaire is completely anonymous and confidential. The outcome of the study is for academic purposes only.

Thank you.

M.J. Malatji (Mr)

Tel: 0723007886

RESPONDENTS BIOGRAPHIC INFORMATION

- A. Age (in years)
- 21 - 30
- 31 - 40
- 41 - 50
- 51 - 60
- B. Gender
- Male
- Female
- C. Marital Status
- Married
- Single
- D. Highest Educational Qualification:
- Matric
- Diploma
- Degree/Honours Degree
- Masters/Doctorate
- E. How long have you been employed in this organization?
- Less than 2 years
- 3 - 6 years
- 7 - 9 years
- 10 - 12 years
- 13 & above
- F. Nature of employment
- Operational
- Technical
- G. Position
- Junior Management
- Middle Management
- Senior Management
- H. Which category best describes you?
- Previously Advantaged
- Previously Disadvantaged
- Expatriate

The following are statements about the Human Resource Planning: An Examination of its effect on service delivery in Greater Mankweng, Limpopo Province.

For a candidate to have a knowledge in answering the coming questions it is necessary to give a brief explanation of what human resource planning is all about. Human resource planning is the process of placing the right person at the right time in an available position

in an organisation. The emphasis is on skills and qualifications of the potential employee must be such a mutual that long-term productivity and organisational continuity are insured. On the other side human resource planning is the systematically reviewing human resource requirements to ensure that the required number of employees, with required skills are available when they are needed.

Please circle the statement that best reflects your view on the topic under research.

Each statement has five response categories:

1. **Strongly Disagree** 2. **Disagree** 3. **Uncertain** 4. **Agree** 5. **Strongly Agree**

1. Human resource planning is fair to all intended beneficiaries. 1 2 3 4 5

Give reasons
.....
.....

2. Are Managers directly involved in Human Resource Planning, and are well informed about the procedures and standards for service delivery. 1 2 3 4 5

Give reasons.....
.....
.....

3. Human Resource planning is driven by the Human Resource Management of the department. 1 2 3 4 5

Give reasons.....
.....
.....

4. Specific and standard measures exist for recruiting employees. 1 2 3 4 5

Give reasons.....
.....
.....

5. Job analysis and procedures are comparable to those of similar departments. 1 2 3 4 5

Give reasons.....
.....
.....

6. Job description is performance- based. 1 2 3 4 5

Give reasons.....
.....
.....

7. Are officials directly involved in the complexity of Human Resource Planning. 1 2 3 4 5

Give reasons.....
.....
.....

8. Site visits are important for Human Resource Management. 1 2 3 4 5

Give reasons.....
.....
.....

9. The demand and supply of labour is uncertain. 1 2 3 4 5

Give reasons.....
.....
.....

10. A replacement chart is useful. 1 2 3 4 5

Give reasons.....
.....
.....

11. The department benefits from strategic planning. 1 2 3 4 5

Give reasons.....
.....

12. Training is necessary for the officials.

1 2 3 4 5

Give reasons.....

.....

.....

13. Technology is an important tool.

1 2 3 4 5

Give reasons.....

.....

.....

14. Salaries, wages and benefits serve as an important tool.

1 2 3 4 5

Give reasons

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15. Consultation is a better way of bringing about efficiency and effectiveness

1 2 3 4 5

Give reasons.....

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Interview Questions

1. Who is responsible for human resource planning within the department?
2. Why is the Mankweng office operating in a filthy and congested place?
3. Why are you operating under the umbrella of the Department of Justice?
4. Who is in charge of human resource planning?
5. What are the method of promotion?