St. Mary's University College
Faculty of Business
Department of Management

AN ASSESSMENT OF HUMAN RESOURCE PLANNING IN HILINA ENRICHED FOOD PROCESSING CENTER PLC

By

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June, 2011
SMUC
Addis Ababa

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DEPARTMENT OF MANAGEMENT

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Approved by the Committee of Examiners

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APPEDICES

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CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

Human capital is one of the major ingredients and potential flavor for any organization. It has the ultimate power over other resources. To capacitate and ensure the availability of human asset, practicing human resource planning plays a paramount role for the maximum advantage of the organization. Human resource planning links the management to the organization's mission, vision, goals and objectives, as well as its strategic plan and budgetary resources. It is also important to get the right number of people with the right skills, experience and competencies in the right jobs at the right time and at the right cost. Effective human resource planning in an organization provides a continuous and proper staffing and ensures that appropriate skills are available within the workforce to meet the organization's changing needs(Kenna and Beech 2003: 124)..

Today's dynamic and ever changing economic, social and business environment makes highly evident the need for more sophisticated and systematic planning for human resource in any of profit and nonprofit organization such us industries, public sectors, financials sectors (Ibid, 124).

Hence, under the era of globalization and dynamic social, economic, political and technological environment, undertaking a research on the practice of human resource planning in an organization is necessary. It helps to identify the organization's strength and weakness and forward practicable strategies.

Therefore, this paper is put utmost effort to uncover the practice and problems of human resource planning in the case of Hilina Enriched Foods Processing Center PLC and forward possible recommendation.

Hilina Enriched Foods Processing Center PLC is located in Oromia Region, North East of Addis Ababa. It is 45km away from this city. It has 3000 m^2 compound. It was established in 1998 to undertake the manufacturing and processing of a range of products. At its initial establishment, the Company produced enriched sugar with vitamin A and iodized salt to supply mainly for UN agencies, NGO's and for the general public. As the demand for other services increased the company has introduced roasting and blending services.

Recently the center has been redesigned and modified to specialize in the production of nutritious and therapeutic food for children, for which there is a felt need and a gap in the national food production system. On top of this, the center has recently concluded an agreement with famous French Company, Nutriset to work jointly in the production of Plumpy Nut and its range of products popularly referred as Ready to USE Therapeutic Food (RUTF). The organization has a total of 200 employees to execute the desired activities and realize its mission and objectives.

1.2 Statement of the Problem

Planning the resources of an organization is a key responsibility for every senior manager. Arguably the most important single resource is people. It is important, therefore, to ensure that sufficient numbers of appropriate caliber of people are available to the organization in pursuit of its objectives. Every organization has to make some attempts to acquire, train, re-deploy and dismiss employees in the course of its activities. Not all of these attempts can be regarded as human resource planning, for they are much too unplanned. Human resource planning, in the sense used here, is a much more rational exercise (Cole, G.A 1997:110-111).

Practicing an effective and systematic human resource planning in an organization plays a vital role in facilitating and ensuring the practice of other human resource management functions. Some of the major ones include the following:

- The recruitment of sufficient and suitable staff
- Their retention in the organization
- The optimum utilization of staff
- The improvement of staff performance
- The disengagement of staff, as necessary.

Thus, human resource p1anning is not just a numbers game, even though labor statistics are an important element in it. Human resource planning is as much, if not more, concerned with the quality of personnel and with their deployment throughout the organization (Ibid, 110-111).

However, as per the student researcher own factual experience and by observation in the organization, it is possible to say that the existing human resource planning practice is malfunctioning to respond the changing labor environment. It is and unable to capitalize the contribution of human resource planning and exploit the maximum advantage from it. The organization has encountered frequent staffing problems i.e. in addressing the need for the right number and quality of staff at the right time and place to ensure consistent and sustainable performance excellence towards achieving the organization's mission and

directing towards its vision. This is mostly encountered as a result of not having a well organized, systematic and effective human resource planning practice in the organization by professionals in the area.

In conducting this research, the student researcher dealt with the basic issues of the prevailing human resource planning practice and related problems that holdback its effectiveness.

1.3 Research Questions

- ➢ To what extent was human resource planning practice well organized, systematic and effective to strategically meet the human resource requirements?
- ➢ How the organization acquire and place the required quality and quantity of staff to meet the gap identified timely?
- ➢ How is the extent of the link of human resource planning with the company's strategy?
- ➢ What Challenges did the organization face while executing the activity of human resource planning?
- ➢ What is the future potential of the company to solve the existing problems?

1.4 Objective of the Study

1.4.1 General Objective

The general objective of this study is to assess and review the practice and challenges of Human Resource Planning in Hilina Enriched Foods Processing Center PLC and to recommend possible strategic solution that has to be considered for the forthcoming campaign.

1.4.2 Specific Objective

The specific objectives of the study were:

- To check to what extent the organization's prevailing human resource planning practice well organized, systematic and effective to settle and respond the human

resource requirement of the organization and cop up the ever changing labor environment.

- To check the strategic linkage of the human resource planning practice with the overall organizational strategy and the emphasis given to it to address the human resource requirement of the organization.

- To identify the major challenges encounter while practicing human resource planning activity.

- To recommend possible solution to improve the existing practices of human resource planning for better performance excellence and meeting the desired requirement.

1.5 Significance of the Study

This study is expected to provide the following significance:

1. It would provide important input to the management of Hilina Enriched Foods Processing Center PLC to improve its Human Resource Planning policy, system and practices.

2. It would motivate other researchers to conduct further study on the subject

3. It would also be used as a reference material for any interested party on the subject

4. It helps the student researcher to fulfill the requirement for Bachelor of Art in Management.

1.6 Delimitation of the Study

The focus of the study is to uncover the prevailing practice of Human Resource Planning in Hilina Enriched Foods Processing Center PLC and forward possible solutions to enhance its practice in the future.

1.7 Definition of Terms

Assessment is the process by which as many data as possible are gathered and used to evaluate data (Tadelech Tesfaye, 2007).

Human Resource refers the individuals within the firm, and to the portion of the firm's that deals with hiring, firing, training and other personnel issues (Ibid 2007).

Human Resource Planning is the process that helps to provide adequate human resources to achieve future organizational objectives (Derege Worku, 2005).

1.8 Research Design and Methodology

1.8.1 Research Design

Due to its descriptive nature, the student researcher deployed a descriptive method in order to assess and describe the practice of human resource planning in the organization under study. Besides, the study has used both quantitative and qualitative approaches. This is because employing the mixed approach helps to converge or confirm findings from different data sources and helps to ensure the reliability of the study. The quantitative approach is used in analyzing the respondents' response through closed ended questionnaire in terms of percentages and number while the qualitative approach is deployed in narrating the interview response and the student researcher practical experience and observation to increase the reliability of the data obtained through questionnaire.

1.8.2 Population and Sampling Technique

The Company permanent employees are 200 which were considered as a population. In order to ensure the representativeness of the sampled population from all work units and increase the validity and reliability of the information gathered, the student researcher has deployed stratified random sampling technique. Firstly, the researcher stratified the population by Departments.

Department	Number e of population	Sample size
Administration	70	28
Finance	5	2
Sales & Marketing	5	2
Research & quality	10	4
Production	102	41
Technical	8	3
Total	**200**	**80**

In order to give an equal opportunity to be included in the sampled population from the strata, random sampling was in place. Hence, to increase the representativeness of the sampled population from each stratum 40% were selected. Hence the total sampled population participated in the study were 80 in number.

1.8.3   Types of Data Collected

Both primary and secondary data were collected. The primary data has been collected from sampled respondents i.e. management groups, supervisors, and other non supervisory staff through questionnaire and management groups through interview. The secondary data, on the other hand, collected from related literatures used as conceptual framework.

1.8.4   Methods of Data Collection

Three basic instruments namely, questionnaire, interview and related literatures were in placed to uncover the required data for the study. The questionnaire was prepared in both close and open ended items. The question items prepared in English language to all groups of respondents since all the respondents were able to read and understand the language easily. Before administering the questionnaire to all respondents it was reviewed by the advisor and pilot tested for validity checking. Then the revised

questionnaire administered to the sampled population (management groups, supervisors, and non supervisory staff) and collected subsequently.

In addition to this, interview was conducted with the Managing Director and other management groups of the organization under discussion. The reason for doing so is that they are assumed to be actively involved in the Human Resource Planning process.

Besides, related literature reviewed in order to strengthen and set a conceptual framework used as a governing principle of the study.

1.8.5   Data Analysis Techniques

The marked items from the data collected were tabulated and analyzed through quantitative and qualitative statistical measurements. The collected data were also be interpreted by using tables and percentages manually.

1.9 Organization of the Study

The study has four chapters. The first chapter deals with introduction. The second chapter addressed review of the related literature. The third chapter deals with presentation, analysis and interpretation of data. Finally the last chapter discussed summary of the finding, conclusions and recommendation.

Chapter Two
Review of the Related Literature

2.1. General Overview

Human resource planning has traditionally been used by organizations to ensure that the right person is in the right job at the right time. Under past conditions of relative environmental certainty and stability, human resource planning focused on the short term. It was dictated largely by line management concerns. Increasing environmental instability, demographic shifts, changes in technology, and heightened international competition are changing the need for and the nature of human resource planning in leading organizations. Planning is increasingly the product of the interaction between line management and planners. In addition, organizations are realizing that in order to adequately address human resource concerns, they must develop long-term as well as short term solutions. As human resource planners involve themselves in more programs to serve the needs of the business, and even influence the direction of the business, they face new and increased responsibilities and challenges.

In an early treatment of the topic, Vetter (1967: 15) explains human resource planning as the process by which management determines how the organization should move from its current manpower position to its desired position. Through planning, management strives to have the right number and the right kinds of people, at the right places, at the right time, doing things which result in both the organization and the individual receiving maximum long-run benefits.

Contemporary human resource planning occurs within the broad context of organizational and strategic business planning. It involves forecasting the organization's future human resource needs and planning for how those needs will be met. It includes establishing objectives and then developing and implementing programs (staffing, appraising, compensating, and training) to ensure that people are available with the appropriate characteristics and skills when and where the organization needs them. It may also involve developing and implementing programs to improve employee performance or to increase employee satisfaction and involvement in order to increase organizational

productivity, quality, or innovation (Mills, 1985b). Finally, human resource planning includes gathering data that can be used to evaluate the effectiveness of ongoing programs and inform planners when revisions in their forecasts and programs are needed.

The major objective of planning is facilitating the organization's short-term and longer term business objectives and plans.' Increasingly this is being done in leading organizations, although in the past business needs usually defined personnel needs and human resource planning, which meant that planning became a reactive process. The reactive nature of the process went hand in-hand with a short-term orientation. Now, major changes in business, economic, and social environments are creating uncertainties that are forcing organizations to integrate business planning with human resource planning and to adopt a longer term perspective. For example, according to Kathryn Connors, vice president of human resources at Liz Claiborne, Human resources is part of the strategic (business) planning process. It's part of policy development, line extension planning and the merger and acquisition processes. Little is done-in the company that doesn't involve us in the planning, policy or finalization stages of any deal (Cited in Lawrence, 1989: 70).

2.2. Factors Underlying Increased Interest in Human Resource Planning

Human resource is the most important asset of an organization. Human resource planning is the important managerial function. It ensures the right type of people, in the right number, at the right time and place, who are trained and motivated to do the right kind of work at the right time. There is generally a shortage of suitable persons. The enterprise will estimate its manpower requirements and then find out the sources from which the needs will be met. If required manpower is not available then the work will suffer.

Developing countries are suffering from the shortage of adequate trained managers. Job opportunities are available in these countries but properly trained personnel are not there. These countries try to import trained skill from other countries. In order to manage human resource requirements, an enterprise will have to plan in advance its needs and sources.

Certainly, there are many factors that account for the increased attention directed to human resource planning, but environmental forces-globalization, new technologies, economic conditions, and a changing work force seem particularly potent (Dumaine, 1989; Dyer & Heyer, 1984; Greenhalgh, McKersie, & Gilkey, 1986). These create complexity and uncertainty for organizations. Uncertainty can interfere with efficient operations, so organizations typically attempt to reduce its impact; formal planning is one common tactic used by organizations to buffer themselves from environmental uncertainty (Thompson, 1967).

A consideration of how the values of workers who will soon make up the majority of the work force differ from those who will begin to leave it suggests additional changes on the horizon. There is already evidence of growing resistance from employees to relocation. Greater emphasis on self-evaluation and a reduction in loyalty and dedication to employers makes it more difficult for organizations to assume they can move employees around anywhere and anytime (Maccoby, 1988; Mills, 1987). A decline in organizational loyalty is occurring at the same time that workers are feeling insecure about their employment.

A recent study comparing the work values of those over 40 years old with those less than 40 years old suggested other types of changes for which organizations must prepare. For example, employees from the younger generation, who grew up during the Vietnam War, do not trust authority as much as do members of the older generation, who are products of the World War II era. The younger generation thinks work should be fun, whereas the older generation sees work as a duty and vehicle for financial support. Younger employees believe people should advance as quickly as their competence permits, whereas older workers believe that experience is the necessary road to promotion. Finally, this study found that for the younger generation, "fairness" means allowing people to be different, but for the older generation it means treating people equally.

Changes in the work force are just one aspect of the environment stimulating the need for human resource planning. The demographic changes are somewhat predictable, but when

they are considered in combination with changing technology and many of the other external changes described elsewhere in this issue, they pose significant challenges for human resource planning and contribute to its changing status during the past two decades.

2.3. Elements of Human Resource Planning

Human resources planning involve how to best provide manpower for an organization through staffing, training, development and compensation policies and practices. Without a road map, human resource cannot address the people factor that enables an organization to reach its goals. Human resource plans, therefore, complement organizational strategy and objectives. (Trudy Brunot, eHow Contributor updated: November 23, 2010)

2.3.1. Environmental Assessment

The first major element of human resource plans both internal and external environments must be studied. External assessment involves identifying what the organization "change drivers" social, political, economic, legislative, technological, globalization and industry-related outside factors that might detract from company performance. An organizational analysis covers internal factors influencing the organization's ability to react to change and remain competitive. This internal assessment examines company culture, technological capability, customer service expectations and existing talent that drive workforce requirements. (Ibid)

2.3.2 Setting Human Resource Objectives

The second major element of a human resource plan entails establishing measurable objectives to address the issues raised through environmental assessment. A growing market may mandate increasing the payroll, adapting recruitment efforts to attract workers with different competencies, rethinking relocation practices and introducing skill-specific training programs. Dropping a product line might lead to human resource objectives that target labor cost reduction, employee communication or retraining for retention. Anticipated changes in legislation could suggest the need to overhaul document retention policies, benefits administration or diversity initiatives. This stage outlines how

human resources will react to ensure that the organization has the right personnel and employee support systems in place. (Ibid)

2.3.3 Main Plans

The third element of human resource planning describes the plans or actions that will be perform to achieve the human resource goals. Each method has a time frame against which it will be measured. Plans may include policies and programs related to employee communication, training, development, recruitment, performance management, compensation and career path as well as management development, succession planning and job definition (By Trudy Brunot).

2.4. Features of Human Resource Planning.

From the very essence of human resource planning, some of its most critical features have been cited and described briefly here under. (R.S. Gubta & et. al 2003:13)

2.4.1. Determining Human Resource Needs.

Human resource plan must incorporate the human resource needs of the enterprise. The thinking will have to be done in advance so that the persons are available at a time, when they are required. This enterprise may also have to undertake recruiting, selecting and training process also. (Ibid)

2.4.2. Keeping Manpower Inventory.

It includes the inventory of present manpower in the organization. The executive should know the persons who will be available to him for undertaking higher responsibilities in the near future. (Ibid)

2.4.3. Adjusting Demand and Supply.

Manpower has to be planned well in advance as suitable persons will be available in the future. In case sufficient persons will not be available in future then efforts should be made to start recruitment process well in advance. The demand and supply of personnel should be planned in advance. (Ibid)

2.4.4. Creating Proper Work Environment.

Besides estimating and employing personnel, human resource planning also ensures that working conditions are created. Employees should like to work in the organization and they should get proper job satisfaction. (Ibid)

2.5. Need for Human Resource Planning

Human resource planning is viewed as foreseeing the human resource needs of the organization and providing of human resources. The need for human resource planning can be felt from the following points. (Ibid)

2.5.1. Replacement of Persons.

A good number of employees are to be replaced in the undertaking because of retirement, old age, death etc. So there will be a need to prepare and train persons for taking up vacant jobs in an enterprise. (Ibid)

2.5.2. Labor Turnover.

Labor turnover takes place in enterprises. However, the degree of labor turnover may vary from company to company but it cannot finish altogether. There is always need to recruit new employees to take up the jobs of those who have left the undertaking. If the undertaking is able to foresee turnover rate properly then efforts in advance are made to recruit and train employees so that work does not suffer for want of employees. (Ibid)

2.5.3. Expansion Plans.

Whenever there is a proposal to expand or diversify the enterprise then more employees will be needed to occupy new jobs. In such situations the human resource planning is necessary. (Ibid)

2.5.4. Technological Changes.

With research and new inventions, technological changes are coming rapidly. There may be need to give fresh training to personnel. In addition, there may also be a need to infuse

fresh blood into the enterprise. Human resource planning will be helpful in coping to the new demands of the enterprise (Ibid).

2.5.5. Assessing future Requirements.

Human resource planning is also needed to assess whether there is any shortage or surplus employees in the undertaking. If there is less number of employees than needed, it will badly affect the work. On the other hand, if more persons are working than needed then it will increase labor costs etc. Human resource planning ensures the employment of right employees (Ibid, 15).

2.6. Implication of Human Resource Planning

A human resource plan helps to avoid sudden disruptions in an enterprise's production run, since it indicates shortages of particular types of personnel, if any, in advance; thus, enabling the management(s) to adopt suitable strategies to cope with the situation. An enterprise that cannot identify and recruit the skilled work force that it will need in the next 3-5 years will be in a difficult situation as far as its business is concerned (Mirza S. Saiyadain, 2003:52-58).

A manager needs to plan his human resource requirements in terms of numbers, skills, and occupation groups to meet increasing demeans, either due to business growth or expansion(Ibid).

A human resource plan that anticipates the need for various types of skill requirement and levels of personnel, well in advance, will be able to give adequate lead time for recruitment, selection, and training of such persons. Human resources planning becomes all the more crucial because that lead time for getting personnel is a delaying factor in many cases, and the skills that one may need are not always available. No availability of suitable human resources result in postponement or delays in executing new project and expansion programs, which eventually leads to inefficiency and lower profitability. Besides, changing job requirements, due to technological change or the growing

complexity of business operations, make differing demands on the number and type of manpower required (Ibid).

At the corporate level, a human resource plan could give an overall picture, while identifying surplus or shortage of personnel. Surplus could be redeployed, and shortages provided for. If there is underutilization due to over manning, there will be unnecessarily high labor costs and low profit margins (Ibid,53).

One of the fundamental objectives of a human resource plan, for a manger, is its utility as a planning and control technique. A human resource plan, because it is systematically done, enables a manger to predict his human resource requirements and control the number of people deployed; as a result of which, with more precise matching of work force needs to a firm's business plans, wage and salary costs can be controlled.(Ibid)

The purpose of having a human resource plan, either in the short run or in the long run, is to have an accurate estimate of the number of employees required, with matching skill requirements, to accomplish the organization's goals (Ibid).

A human resource plan is necessary for the management to get information about the manner in which existing personnel are deployed; the kind of skills required for the various categories of jobs; and human resource requirements over a specified time period, in relation to the organization's goals. It would also give an indication of the lead time that is available to select and train the required additional human resource (Ibid, 54).

By keeping an inventory of existing personnel in an enterprise, based on skill, level, training, education qualifications, work experience, and salary, it will be possible to utilize the existing resources more productively, in relation to job requirements, before further human resource additions are made; thus decreasing wage and salary costs (Ibid).

2.7. Human Resource Planning Process

This process entails the consideration of several steps, in order to project the human resource demand, Before embarking on a human resource planning exercise, certain

parameters have to be set and decisions should be taken by the top management and planners, to work on specifics, taking into account the situational aspects that have to be provided for in a work force plan. These parameters are given below (Ibid).

2.7.1. Business Plan

The basic exercise that has to be undertaken is to arrive at the scale of business activity over a time period. This business plan would be a blueprint of the desired objective. This objective, stated in economic terms, would incorporate the growth rate of the company, diversification plans, and market opportunities (Ibid).

In making a projection of work force requirements, selecting the right predictor is important. According to Wikstrom (1971), to be useful, the predictor should meet two requirements. First, it should be directly related to the essential nature of the business so that business planning is done in terms of this factor. The second requirement is that changes in the selected factor should be proportional to changes in the work force required in the business (Ibid).

In a small organization, a work force plan could be formulated to cover the entire unit all the levels. However, in a large organization, size may necessitate work force planning for separate units (departments, class, or cluster of levels). This might be necessary due to the numbers involved, which may make a total organization plan difficult, or because the predictors chosen might vary (Ibid).

2.7.2. Workload Analysis

Once the business plans are clear and predictors have been identified, workload norms have to be developed. There are a number of methods that could be used to develop workload norms. They may vary from being as simple as just observation on the job, to highly sophisticated statistical models. However, most organizations generally use time study, work sampling, or work load analysis. These studies may also be utilized to understand the methods and processes of doing a particular job, and can thus be helpful in work simplifications, resulting in improved productivity, reducing the number of people required (Ibid,55).

As far as machine paced jobs are concerned (usually blue-collar) it is possible to arrive at precise figures for the time taken in producing a given number of units. The general method is adopted to begin with, by establishing standard conditions under which the job will be performed. Then the job is broken down into its several elements, and the time taken to perform each element is noted. The total time taken for the completion of the entire element in cycle is computed, so that an overall timing for each cycle of operation is arrived at. These are known as standard times. Another variation is to study the actual situational aspect, by observing the workers perform their jobs, and timing them with stop watches (Ibid).

Formulation workload norms for white collar employees, where the jobs are not machine-paced or not so precise and repetitive, create some problems. Various techniques like workload measurement, time budgeting studies, and work sampling have been used. All these require either detailed or random studies at fixed time intervals to understand the activities in which an employee spends his time, or in other words, what are the various tasks done by him. Either by direct observation or written records maintained by an employee, it is possible to find out what he is doing. Analyzing this data can indicate where efficiency could be brought about for better utilization, and a personnel requirements estimate can be made (Ibid).

In white-collar jobs, besides the quantity of outputs, qualitative inputs are necessary. If one stresses only on quantity, then quality may suffer. Qualitative inputs could be looked upon as an employee's use of his intellectual capabilities and carefulness, given the task in hand and his job role. There is an inherent difficulty in measuring this type of contribution, both in terms of fixing work output norms and for evaluation employee performance. Hence, it is not always possible to have quantitative norms for such jobs, other than the administrative expectations of the concerned supervisor (Ibid).

From all the information and the workload analysis, the human resource planner can get a good estimate of the number of employees needed, and nature and extent to the work to be done by them. However, any attempt in workload analysis may have to be seen in relation to the following consideration (Ibid).

A) **Work studies**, of any kind, have generally been greeted with suspicion by employees and their unions. The suspicion is generally based on the method and it is seen as an instrument to enhance output without commensurate remuneration. In some cases, therefore, negotiated joint committees of management and unions have been set up to undertake these studies. However, all said and done, the employees can, to a large extent, influence the actual norms developed by workload analysis (Ibid,56).

B) **The physical labor required for a level of output depends**, to a considerable extent, on the technology employed, and the amount of labor productivity that can be achieved. A decision has to be taken to determine whether the level of technology would be the same as in current use, or whether there would be a shift towards labor intensive or capital intensive technology (Ibid).

C) **The job standards or work output norms study would give an indication of the level of productivity at a particular point in time**. Productivity can be viewed as total output divided by the total number of employees. The productivity of the existing labor force can be increased for instance by the wage incentives, improved technology, changed organization structure, and work methods, thereby reducing the number of employees needed (Ibid).

2.7.3. Job Analysis

Job analysis is the process by which data, with regard to each job, is systematically observed and noted. It provides information about the nature of the job and the characteristics or qualification that is desirable for the job holder. The data from job analysis could be used for a variety of purposes. The job analysis study attempts to provide information in the following seven basic areas (Yoder, 1975).

➢ **Job identification** or its title, including the code number, if any.

➢ **Distinctive or significant characteristics of the job**, its location setting, supervision, union jurisdiction, and hazards and discomforts, if any.

- **What the typical worker does.** Specific operations and tasks that make up the assignment, and their relative timing and importance; the simplicity, routine, or complexity of tasks, responsibility for others, for property, or for funds.

- **What materials and equipment the worker uses.** Metals, plastics, grain, yarns; and lathes, milling machines, electronic ignition testers, cornhuskers, punch presses, and micrometers are illustrative.

- **Howe the job is performed.** The emphasis here is on the nature of operations, and may specify such operations as handling, feeding, removing, drilling, driving, setting up, and many others.

- **Required Personnel Attributes.** Experience, training apprenticeship, physical strength, coordination or dexterity, physical demands, mental capabilities, aptitudes, and social skills are some attributes.

There are several ways in which information about a job can be collected. In order to have a full understanding of the job contents, a number of sources should be explored. By and large, the following sources are generally used (Ibid).

1. **Job questionnaire:** To make a start, a job questionnaire could be administered to all concerned employees, asking them about the job, its various components, time spent on each of them, and so forth. The completed questionnaire could be given to the supervisors for their comments. In some cases job reviewing committees are formed, consisting of union representatives and specialists from the personnel, work study, or industrial engineering department (Ibid, 57).

2. **Independent observers:** in addition to the employees themselves providing information about the jobs they are doing, trained observers could also be used supplement the employees' data and to discover inadequate performance in "crucial tasks", which would lead to job failure (Ibid).

3. **Observation:** For jobs of a simple and repetitive nature, the observation technique could provide adequate information on the job being performed. A clear picture may be obtained regarding the working conditions, equipment used, and skills required. Although all jobs could be usefully observed, this technique alone

is not enough for the more complex jobs, especially those that have many components or interactions (Ibid).

4. **Interview:** In addition to the above three, it may be useful to have followed up interviews or in some cases use the interview in connection with other methods. It might be useful to follow up the interviews by further interviewing the supervisors of the employees, to verify information or seek clarification (Ibid).

Generally, it is preferable to use a combination of several methods to get information about the job. One method could well supplement the other, where the objective is to gain as much information as possible about the job, the crucial tasks, and the essential qualifications required to perform them satisfactorily. An objective data gatherer would avoid introducing his own ideas, and also avoid describing the employees performing the job, rather that the "job" itself, for many of the employee's personal traits may have little or no relevance to the job (Ibid).

2.7.4. Job Description

One of the results of workload analysis is job description. It refers to the job contents and the expectations that an organization has from its employees. Job descriptions usually outline the minimum requirements of jobs for many reasons. First, despite all the attempts, a perfect and fully inclusive job description is not possible. In fact, as one moves up in the hierarchy of an organization, a detailed job description becomes very difficult. Secondly, most organizations would prefer not to describe the job fully, if it is possible, because employees would then stick to what had been described and would not do anything beyond it. Thirdly, if a job is fully described, supervision would automatically be taken care of by the duties performed, making some duties of the supervisory staff redundant. Fourthly, technology is changing fast and hence, the nature of the job is also changing. Unless an organization continuously update the job description, it would become difficult to monitor the performance of employees (Ibid).

However, writing a job description may become useful if:

1.   It is presented in a clear and easily understandable manner.
2.   In as much as possible, it describes all duties in detail.
3.   Indicates the degree of authority available to employees to fulfill the requirements of the job.
4.   Indicates the degree of supervision that an employee will be subjected to.

2.7.5. Job Specification

Workload analysis helps in identifying the minimum qualification needed to perform a particular job. These may include academic qualifications, professional qualifications, age, years of experience, relevance and nature of previous experience, and other skill and attitudes. They form the minimum eligibility requirements, which a candidate must have, to consider for appointment to a job. A clear indication of specifications helps in generating eligible applications, because of self selection. The candidates who do not possess those qualifications do not apply. On the other hand, lack of clear-cut specifications may generate a large number of applications, leading to high costs, in terms of man hours, in processing them (Mirza S. Saiyadain, 2003:52-58).

2.8. Human Resource Planning Activities

Human Resource (HR) planning is imperative to an organization's success. It serves as an analysis of the current and future needs of the organization, according to the Society of Human Resource Management (SHRM). This process helps guide an organization in several areas, such as staffing, development, training, and benefits and compensation designs (*By* Kerrie Main*)*.

2.8.1. Staffing

Staff or a personnel planning is one of the most common activities conducted by HR departments, according to an article on AllBusiness.com. It typically is comprised of using the current staff size and design to predict staffing levels for the upcoming year. HR departments may utilize a company's strategic plan as a resource for information. For example, if an organization intends to launch a new interactive website in the following

year, the HR department will budget for additional staff to build and maintain the website (Ibid).

2.8.2. Training and Development

Human Resource Department shall create training and employee development plans as well. This type of planning must be conducted in advance of the company's needs in order to prepare for them, both from financial and resource perspectives. Training for new employees and product rollouts may be included. Teaching new skills to the current employees is considered as an aspect of development. Organizations benefit from having streamlined and consistent training programs (Ibid).

2.8.3. Career Development

Career development is imperative in order to prepare an organization for upcoming retirements, as well as to retain long-term employees. Companies need to have a strategic plan on how they intend to replace their management with qualified leaders. This means that current employees should have career road maps and plans that incorporate both short-term and long-term goals. For example, if an organization is grooming a top, young salesperson for the management track in five years, training should begin now. This may include time management courses, classes on how to coach others and a mentor program (Ibid).

2.8.4. Downsizings

When companies foresee an upcoming need to downsize, it's in their best interest to have their HR departments plan for it in advance to ensure that the process is smooth and orderly, and complies with all legal requirements. This type of planning also may prevent loss of knowledge and resources. Some companies begin the downsizing process by eliminating non-essential personnel. Others lay off administrative staff, but keep money-generating positions. Organizations may be hit by lawsuits and high unemployment costs if downsizing is not strategically planned (Ibid).

2.9. Lessons learned

Because the purpose of human resource planning is to ensure that the right people are in the right place at the right time, it must be linked with the overall plan of the organization. Traditionally, there has been a weak one way linkage between business planning and human resource planning. Business plans, where they exist, have defined human resource needs, thereby making human resource planning a reactive exercise (Mills, 1985:48).

Companies often give lip service to the importance of human resources in achievement of business objectives, but rarely is detailed, thoughtful analysis performed. Personnel professionals, even human resource planning specialists, often are not well informed regarding business planning processes (and rarely have any direct contact with business planners) and are thus ill equipped to introduce linkages between human resource planning and business strategic planning (Ibid).

Many organizations now recognize that they can benefit from a two-way linkage between business and human resource planning. With a two-way linkage, business plans are considered somewhat malleable in that they are influenced by human resource considerations, such as the cost and availability of labor. Such organizations realize that profitability requires that business objectives be linked to people-planning activities. If the right people are unavailable, performance goals cannot be met (Ibid).

Recently, some organizations have moved toward having a completely integrative linkage between business planning and human resource planning. In these organizations, organizational effectiveness is facilitated by a human resource executive who is a fully participating member of the top management team. In this case business plans can be substantially modified by the human resource executive, and business results can be substantially improved (Ibid).

Human resource planning becomes more complex as the time horizon for planning stretches further into the future, so it is not surprising that companies become involved in

longer term planning activities only after becoming proficient in shorter term planning activities (Ibid).

It seems clear that human resource management in general and human resource planning in particular, will become more closely tied to the needs and strategies of organizations. As this occurs, human resource planning will be the thread that ties together all other human resource activities and integrates these with the rest of the organization. As organizations change more quickly, so will the knowledge, skills, and behaviors needed from employees. This means that people working in organizations will be asked continually to adjust to new circumstances. Assessing and facilitating peoples' capacity for change are two activities that psychologists are likely to be called on to do, yet there is very little research available to consult for guidance. Whereas organizations are seeking changes from employees, employees will be demanding that organizations change to meet the needs of the increasingly diverse work force (Ibid).

Thus a final challenge in human resource planning is balancing current needs-of organizations and their employees-with those of the future. The criterion against which this balancing act is measured is whether employees are currently at the right place doing the right things but yet are ready to adapt appropriately to different activities when organizational change is needed. Similarly, input/output Psychologists involved in human resource planning can use the effectiveness of their current activities and their readiness to engage in the new activities needed to face the challenges of the future as the criteria against which they evaluate their own performance (Ibid).

Chapter Three
Data Presentation, Analysis and Interpretation

This chapter deals with the presentation, analysis and interpretation of data obtained through questionnaires and interview. This chapter consists of three parts. The first part of this chapter examines the general characteristics of the population in terms of sex and age. The second part is about the analysis and interpretation data related to the topic under study that was obtained through questionnaire. Besides, interview response has also been discussed alongside in order to strengthen and triangulate the responses obtained through questionnaire.

In order to obtain relevant and related data in light of the study under discussion, a total of 80 questionnaires were prepared and distributed to the sampled permanent employees and management groups. The distributed questionnaires contained two types of information. The first type is the general information about the characteristics of respondents and the second type is variables about the topic under discussion which contains a mix of 20 close and open ended questions. From these questionnaires, 70(87.5%) were filled and returned successfully. For better clarity see table 1 underneath.

Table 1: Number of Questionnaires Distributed and Returned

Departments	Questionnaire Distributed		Questionnaire Returned		Questionnaire not Returned	
	In Number	In Percent	In Number	In Percent	In Number	In Percent
Administration	28	35	25	31	3	4
Finance	2	2.5	2	2.5	--	--
Marketing	2	2.5	2	2.5	--	--
Research &	4	5	4	5	--	--
Production	41	51	34	43	7	9
Technical	3	4	3	4	--	--
Total	**80**	**100**	**70**	**87.5**	**10**	**12.5**

3.1. General Characteristics of Sampled Population

In order to increase the validity and reliability of the data, great attempt was made to address all category & mix of staff and comprehended the characteristics of the respondents and their corresponding reactions. Generally, table 2 portrays the detailed characteristics of the respondents here under.

Table 2: General Characteristics of Respondents

Item No.	Item	Respondents	
		In number	In percent
1	**Sex of Respondents**		
	a) Male	45	64
	b) Female	25	36
	Total	**70**	**100**
2	**Age in years**		
	a) Less than 30	22	32
	b) Between 30-40	30	43
	c) Between 41-49	15	21
	d) 50 and above	3	4
	Total	**70**	**100**

As can be shown in table 2 item 1, from the total 70 respondents 45(64%) are males and the remaining 25 (36%) are females. Relatively, although the participation of females is less than males it is a progressive indication and growing. This is an encouraging participation.

According to their age group, as indicated in item 2 about 22(32%) & 30 (43%), of the respondents are found in the age group of less than 30 years and between 30-40 years respectively. As indicated in the same table 15(21%) belongs to the age between 41-49 years and the remaining 3(4%) of them are in the age of 50 and above. This indicates the majority of the employees i.e. around 75% of them are young, energetic and highly productive. The presences of such work force provide extensive contribution for

organizational growth and development. However, they are demanding and relatively unstable unless the organization practices attractive retention systems as the researcher's practical experience and the interview result witnessed. Besides, the organization is expected to exploit their maximum potential for the best of the organization expectation and establishing individual and organizational learning. On the other hand, it is strategic and a flavor to have some percentage of matured enough staff since they are relatively stable and can play a vital role for the overall organizational stability and continuity. Thus, having information from such mix of staff will increase the validity and reliability of the study finding and possible to forward practicable recommendations.

3.2. Analysis and Interpretation of Variables Related to the Practice and Challenges of Human Resource Planning.

This section addresses variables that deal with the practice of human resource planning in Hilina Enriched Food Processing Center Plc. Besides, factors which challenges and hammer such practice are dealt alongside its practice.

3.2.1. The Existing Human Resources Planning Practice and Its Organization

Table 3: The Practice of Human Resource Planning in the Organization under Study

Item No.	Question Item	Rating	Respondents	
			In number	**In percent**
1	Which of the following human resource planning technique exists in the organization?	a) By existing management judgment	35	50
		b) By using work study technique	15	21
		c) I don't know	20	29
		Total	**70**	**100**
2	Do you think the organization of human resource planning is well organized?	a) Yes	22	32
		b) No	38	54
		c) Uncertain	10	14
		Total	**70**	**100**
3	How do you evaluate the capability of the human resource department about human resource planning practice?	a) Very good	3	4
		b) good	25	36
		c) Average	35	50
		d) Below average	7	10
		Total	**70**	**100**
4	Do you think the organization manpower planning practice fulfills organization's human resource requirement?	a) Yes	20	29
		b) No	45	64
		c) Uncertain	5	7
		Total	**70**	**100**
5	How do you rate the effectiveness of human resource planning in the organization?	a) Very High	15	22
		b) High	8	11
		c) Low	47	67
		d) Very low	--	--
		Total	**70**	**100**

Table 3 item 1 portrays, human resource planning techniques of the organization, as majority 35(50%) respondents disclosed, is by management judgment. 15(21%) of the respondents, however, replied it is exercised by using work study. In the contrary, 20(29%) of the respondents even they don't know on what bases or criteria the organization acquire additional employee for certain positions. However, this confirms the organization has been practicing a traditional approach while planning the human resource requirement that is mostly by management judgment. This might leads to advocate staff imbalances among work units and inefficient utilization of the existing human resource at their maximum potential.

The practice of human resource planning is unsystematic and is not well organized. This is supported by the majority 38(54%) of the respondents as it can be shown in the same table (table 3 item 2). The interview result also confirmed that the organization is not practicing the human resource activity in an organized and systematic way yet.

As it is evident from table 3 item 3, 35(50%) of the respondents response about the capacity of human resource department of the organization in carrying out the human resource planning is average while others 25(36%) replied as good. This indicates there are some expertise limitations to undertake the human resource planning activities in an organized and systematized way. It is also indicated during the interview session supporting the presence of capacity limitation.

Correspondingly, Table 3, item 4 shows, 45(64%) of the respondents agreed that the prevailing practice of human resource planning practice failed to fulfill the organization's human resource requirement. On the other hand 20(29%) of the respondents disclosed, man power planning fulfills the organization's human resource requirement. This tells that there are disparities with in the respondents in which some groups are benefited from the existing practice while the majorities are not. As it has been discussed in the same table item 1, 2 and 3 the organization has limitations in its practice which might lead to create such imbalances.

Besides, Item 5 in the same table shows, the rating of employees on the effectiveness of human resource planning in the organization, is low as replied by 47(67%) of the respondents.

The above discussed facts attest that the organization clearly lacks effective human resource planning practice.

3.2.2. The Integration of Human Resource Planning with the Human Resource Policy and Organization's Overall Strategy

In order to uncover how the link of human resource planning with the existing organizational policy and strategy is, questions were raised to the respondents accordingly. Their reaction is summarized and discussed in table 4 here under.

Table 4: The Link and Integration of HRP with Organization's Policy and Strategy

Item No.	Question Item	Rating	Respondents	
			In number	In percent
1	To what extent does the policy and procedures of the organization meet to HRP of the company?	a) To great extent	10	14
		b) To some extent	41	59
		c) Undecided	12	17
		d) Not at all	7	10
		Total	**70**	**100**
2	To what extent do human resource planning activities contribute to an organization's success?	a) To great extent	52	74
		b) To some extent	11	16
		c) Undecided	2	3
		d) Not at all	5	7
		Total	**70**	**100**

Table 4 item 1 portrays, 41(59%) of the sampled respondents replied that the human resource planning practice to some extent linked with the organizations human resource policy and the overall strategically even though the practice is not as systematic and well organized as institutionalized. It is noted in the same table item 2, the majority of the respondents 52(74%) believed that practicing human resource planning has a great contribution towards the organization's success. The interview result further strengthens and confirms the existing human resource planning practice is not institutionally organized and has some weakness in linking with the human resource policy and strategy in a formal and documented form. This is because, in the organization's human resource policy human resource planning blurredly addressed and the responsibility for its activity not specified. Besides, the interviewee agreed that establishing and practicing well organized human resource planning and linking with the policy and strategy of the organization will have a greater contribution for its success. This tells, though the current practice human resource planning is not sounding and organized, the management initiative and acknowledgement is encouraging and could be used as a footstep to strengthen the prevailing practice of human resource planning.

3.2.3. The Practice of Acquiring and Placing the Required Quality and Quantity of Staff to Meet the Gap Identified Timely

Table 5: The Quality of Acquisition and Placement of the Required Staff Timely

No.	Question Item	Rating	Respondents	
			In number	**In percent**
1	To what extent is existing human resource planning practice attractive enough to get employees at the right place and time?	a) To great extent b) To some extent c) Undecided d) Not at all e) Other	24 35 5 6 -	34 50 7 9 -
		Total	**70**	**100**
2	Do you think the recruitment and selection practice of the organization defines organization's need correctly and timely?	a) Yes b) No c) Uncertain	27 35 8	39 50 11
		Total	**70**	**100**
3	To what extent does the organization acquires the required quality and quantity of staff?	a) To great extent b) To some extent c) Undecided d) Not at all e) Other	16 40 12 2 -	23 57 17 3 -
		Total	**70**	**100**
4	Do you think the hired employee exactly meets the job specification?	a) Yes b) No c) Uncertain	25 35 10	36 50 14
		Total	**70**	**100**

As table 5 item 1 depicts, the existing traditional way of practicing the human resource planning is relatively good but not attractive enough and as to the expectation. It has limitations to acquire and retain the right quality and number of employees to fill the existing gap as indicated by the respondents 35(50%). This implies the intervention of the

management is highly needed to establish effective and well organized human resource planning system to meet the dynamism of the labor environment and successfully hit the desired target of the organization. This is because in the same table item 2 respondents indicated that the existing recruitment and selection practice is not in a position to meet the intended target as witnessed by 35(50%) of the respondents. Item 3 in the same table there are some reservation about the quality and adequacy of the employed staff as replied by 40(57%) of the respondents. Besides, in item 4, half of the respondents 35(50%) also did not hesitate to indicate some of the staff employed fail to meet the specification as well. These manifests the malfunctioning of the organizations human resource planning and the need fore further strengthening before it resulted an adverse effect on the overall organizational success.

3.2.4. Problems/Challenges Encountered and Potential while Executing the Activity of Human Resource Planning

Table 6: Challenges and Problems Encountered while Executing HRP

Item No.	Question Item	Rating	Respondents In number	Respondents In percent
1	How do you understand the rate of turnover and absenteeism?	a) High	20	29
		b) Average	42	60
		c) Law	6	9
		d) I don't know	2	2
		Total	**70**	**100**
2	Do you agree that the employee turnover and absenteeism encountered is related to the existing human resource planning system?	a) V. much agree	10	14
		b) Agree	50	72
		c) Do not agree	5	7
		d) Don't know	5	7
		Total	**70**	**100**
3	Do you think this is a challenge faced while executing the activity of human resource planning?	a) Yes	42	60
		b) No	20	29
		c) Uncertain	3	4
		d) I don't know	5	7
		Total	**70**	**100**
4	Do you think this is a challenge faced while executing the activity of human resource planning?	a) Yes	42	60
		b) No	20	29
		c) Uncertain	3	4
		d) I don't know	5	7
		Total	**70**	**100**
5	Do you think the existing problems of the human resource planning activity will continue in the future?	a) Yes	15	21
		b) No	30	43
		c) Uncertain	10	14
		d) I don't know	15	22
		Total	**70**	**100**

The respondents were asked about the company's rate of turnover and absenteeism to see the challenges and dynamism of labor market and its implication towards the need for well organized and effective human resource planning. As indicated in table 6 item 1, the majority of the respondent i.e. 42 (60%) replied that turn over and absenteeism rate is relatively good. This indicates the tendency of turn over rate is growing and as indicated in the same table, 20 (29%), which is a notable record, replied that turn over is high. In the same table (table 6) item 2, the majority of the respondents 50(72%) agreed that part of the cause for turn over and absenteeism is related to absence of well organized human resource planning and unable to respond accordingly. Most of the participants in the same table 42(60%) recognized that such challenges are common while executing human resource planning. Interview result indicated that well organized human resource planning as an integral part of human resource management system was not established in the organization. This might aggravate the challenge to respond the dynamism of the labor market. Correspondingly, most of the participants 30(43%) aspired that the existing challenge and problem in relation to human resource planning will be alleviated through establishing well organized human resource planning as an integral part of the organization's system. Same is replied in the interview session. This is a good indication to see some initiative by the management towards acknowledging the role of human resource planning in an organization to settle organization stability and proactively respond to the global labor market issues.

Chapter Four

4. Summary of Findings, Conclusion and Recommendation

The very objective of this study was to uncover the practice of human resource planning and identify the challenges/problems encountered while performing its activity in the case of Hilina Enriched Food Processing Center Plc. As a road map and direction the study was raised the following questions.

- ➢ To what extent was human resource planning practice well organized, systematic and effective to strategically meet the human resource requirements?
- ➢ How the organization acquire and place the required quality and quantity of staff to meet the gap identified timely?
- ➢ How is the extent of the link of human resource planning with the company's strategy?
- ➢ What Challenges did the organization face while executing the activity of human resource planning?
- ➢ What is the future potential of the company to solve the existing problems?

Hence, under this chapter, summary of the major findings and conclusions were discussed in light of the research questions raised. Correspondingly, possible strategic solutions were forwarded which are advisable for the organization under study to take as valuable inputs and respond up on for better organizational result.

4.1. Summary of Findings

The data/information obtained through questionnaires and interview response were thoroughly analyzed and interpreted, in chapter three, having the specific objective intact. Accordingly, summary of the major findings of the study are presented hereunder:

- The organization under study has no centralized human resource planning system to address and proactively respond the labor dynamism. The prevailing human resource practice found unsystematic, traditional and subjected to create staff imbalance among work units.

- The prevailing common practice of human resource planning in the organization under study has been found by management judgment. The majority of the respondents (64%) believed that the existing practice failed to address the required human resource requirement both in competency and adequacy.

- Though 74% of the respondents believed the presence of effective and well organized human resource planning practice play a paramount role for the organizational success, its formal linkage or integration with the human resource policy and the overall strategy of the organization found to be weak. The emphasis given to the formal and scientific practice of human resource planning was limited. It has been practiced traditionally without conducting job analysis as it has been discussed under the literature review.

- It was found that the organization under study has used traditional approach to plan the human resource requirement which results to have no standard job description and specification. This directly revealed on recruitment and selection process since the job requirement did not well defied and specified at the function of human resource planning which is against the theoretical framework discussed under the review of the related literature.

- The competency of the Human Resource Department of the organization under study was found to some extent limited to under take the human resource planning activity in a well organized and institutionalized manner to respond the current and future human resource requirement of the organization.

- According to the majority of the respondents (72%) claimed that the cause for employee turn over and absenteeism was related to absence of effective human resource planning keeping other factors intact.

- High employee turn over is found to be the major challenges and potential uncertain factor that hammer back the effectiveness of human resource planning.

- The majority of the respondents believed that the existing problems related to the function of human resource planning will be alleviated in the near feature. It is also acknowledged during the interview session with the concerned management. There has been an initiative to establish effective and sound human resource planning practice in the organization.

4.2. Conclusion

Human resource planning is a systematic and deliberate function of human resource management used to balance the current and future demand and supply of human resource requirement of the organization.

The human resource planning process uncover a SWOT analysis with in the organization and out side the organization not only the human factor but also the job requirement by undertaking an in-depth job analysis, description and specification. It also gives a picture on how the existing human resource could be utilized at the maximum potential through placing at the right positions taking their competency in to consideration and forwarding possible development intervention to upgrade staff competency.

However, the organization under study was found not in a position to benefit its competitive advantage as a result of the existing traditional approach in carrying out their human resource planning i.e. management judgment. This has created a drawback to respond the organization's current and future human resource requirements on timely bases with the required quality and quantity. Convincingly, the organization acknowledged the inherent limitation in relation to the existing practice and it could be the foundation for establishing effective and well organized system of human resource planning in the near future.

4.3. Recommendation

Based on the analysis and major findings, attempts made to forwarded possible strategic solutions to establish and capitalize effective human resource planning practice in the organization under study. The major recommendations are found underneath:

- Establishing effective and well organized human resource planning system is found as a strategic move for the organization to meet the dynamism of the labor environment and successfully attain the desired target of the organization. Hence, the management of the organization under study advised to take the initiative to establish and strengthen responsible work unit under the umbrella of the organization's Human Resource Department. The work unit shall participate and centrally facilitate the organization's human resource planning in a close collaboration with every organs of the organization scientifically.

- It is found necessary to establish a strong linkage of the human resource planning with the organization's human resource management policy, its strategy and the missions, vision of the organization at large. This governs every move and actions flow towards the very existence of the organization.

- It is found to be advisable that the management of the organization shall train and develop the concerned work unit staff to strengthen their competency for the successful execution of the activities of HRP of the organization. It is also advisable to practice human resource training and development programs for other organization's member to uplift their performance excellence.

- It is commendable that the human resource department of the organization shall undertake action research to realize the reason behind employee turn over that would help the organization to devise a strategy to respond accordingly.

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St. Mary's University College
Faculty of Business
Department of Management

Questionnaire to be Responded by Employees and Department Heads.

Dear respondent,

I am prospective Management graduate from St. Mary University College. A result I am undertaking on a study entitled "**An Assessment of Human Resource Planning in Hilina Enriched Food Processing Center PLC''** as the partial fulfillment of the requirement for the completion of BA Degree in Management. The main purpose of this study is to explain the existing Human Resource Planning of Hilina Enriched Food processing Center PLC, which intern, can help give plausible recommendation for its improvement.

So, your frank and sincere response is highly appreciated for it will contribute a lot to the validity of the data to be obtained. There is no need to write your name.

I thank you for your kind cooperation.

Answer each question by putting a tick mark "✓" in the box in front of a word or phrase or write in full in its appropriate place provided please!

Part I: Personal Information

1. Sex
   a) Male ☐   b) Female ☐

2. Age
   a) 20-29 ☐   b) 30 – 39 ☐   c) 40 – 49 ☐   d) 50 and above ☐

3. Marital Status
   a) Married ☐   b) Unmarried ☐   c) Divorce ☐

4. Educational background

   a) Below 10/12 ☐   b) 12 complete ☐   c) Diploma ☐   d) BA/BS ☐
   e) Above BA/BS ☐

5. Year of service in the organization

   a) Less than 1 year ☐   b) 1-3 years ☐   c) 4-6 years ☐   d) 7-9 years ☐

   e) 10 and above ☐

Part II   Work Related Information

1. To what extent is existing Human Resource Planning Practice attractive enough to get employees at the right place and time?
    a) To great extent ☐   b) to some extent ☐   c) undecided ☐   d) Not at all ☐
    e) Other   please, specify

    _____
    _____
    _____.

2. How do you understand the rate of turnover and absenteeism?
    a) High ☐   b) Average ☐   c) Law ☐   d) I don't know ☐

3) Do you agree that the employee turnover and absenteeism encountered is related to the existing Human Resource Planning system?
    a) Very much agree ☐   b) Agree ☐   c) Do not agree ☐   d) Don't know ☐

4) How do you evaluate the capability of human resource department about HRP practice?
    a) Very good ☐   b) Good ☐   c) Average ☐   d) Below average ☐

5) Do you think the organization manpower planning practice fulfills the organization's human   resource requirement?
    a) Yes ☐   b) No ☐   c) Uncertain ☐

6) To what extent does the policy and procedures of the organization meet to HRP of the organization?
    a) To great extent ☐   b) to some extent ☐   c) undecided ☐   d) Not at all ☐

7) Do you think each department requests the required human power timely in the HR department?
    a) Yes ☐   b) No ☐   c) Uncertain ☐

8) Do you think the organization of human resource planning is well organized?
    a) Yes ☐   b) No ☐   c) Uncertain ☐

9) To what extent does the organization acquires the required quality and quantity of staff?
    a) To great extent ☐   b) to some extent ☐   c) undecided ☐   d) Not at all ☐
    e) other please, specify

    _____
    _____
    _____
    .

10) Do you think the hired employee exactly meets the job specification?
    a) Yes ☐   b) No ☐   c) Uncertain ☐

11) Do you think this is a challenge faced while executing the activity of human resource planning?
a) Yes ☐   b) No ☐   c) Uncertain ☐   d) I don't know ☐

12) If the above question is answered "Yes", can you mention the challenges?
_____
_____
_____.

13) Do you think the existing problems of the HRP activity will continue in the future?
a) Yes ☐   b) No ☐   c) Uncertain ☐   d) I don't know ☐

14) Do you think the recruitment and selection practice of the organization defines the organization's need correctly and timely?
a) Yes ☐   b) No ☐   c) Uncertain ☐

15) To what extent does a human resource planning activity contribute to an organization's success?
a) To great extent ☐   b) to some extent ☐   c) undecided   d) Not at all ☐

16) Do you agree human resource department shall create training and employee development plans as well?
a) Yes ☐   b) No ☐   c) Uncertain ☐

17) To what extent does the company's HR planning & strategy link?
a) To a great extent ☐   b) To some extent ☐   c) undecided ☐   d) I don't ☐ know

18) How do you rate the effectiveness of human resource planning in the organization?
a) Very High ☐   b) High ☐   c) low ☐   d) very low ☐

19) If you answer the above question low or very low what kind adjustment do you think is needed?
_____
_____
_____

20) Which of the following human resource planning technique exists in the organization?
a) By existing management judgment ☐   b) by using work study technique ☐
c) I don't know ☐

Part III   Interview Guide

1. What are the challenges of the existing HRP of the organization

2. What are the available tools to solve the existing HRP problem?

3. On average, how much time will it take to get new employee in place for the leaving one?

4. What measures have been taken by your department to improve the existing HRP problem?

5. In what ways are you categorizing the staff?

6. Is the personnel department seriously concerned about the future planning of human resource?

7. Does the department hire the required personnel on time?

8. Do you think the organization's current human resource planning practice is well organized, systematic and effective?

9. Do you agree that of human resource planning is well related with the company's strategy?

Declaration

Candidate's Declaration

I, the undersigned declare that this senior essay/project is my original work, prepared under the guidance of Ato Yihune Abate. All sources of materials used in the manuscript have been duly acknowledged.

Name   Azeb Tadesse

Signature   ------------------------

Place of Submission   St. Mary University Collage Department of Management

Date of submission   June 10, 2011

Approval Declaration

This senior essay has been submitted for examination with my approval as a University College Advisor.

Name   Yihune Abate

Signature   -----------------------

Date   June 10,2011