

**St. MARY'S UNIVERSITY COLLEGE**  
**BUSINESS FACULTY**  
**DEPARTMENT OF MANAGEMENT**

**An ASSESSMENT OF HUMAN RESOURCE PLANNING**  
**PRACTICE IN ETHIOPIA WILD LIFE**  
**CONSERVATION AUTHORITY**

**BY**  
**MUBAREK ABRAR**

**JUNE 2011**  
**SMUC**  
**ADDIS ABABA**

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**A SENIOR ESSAY SUBMITTED TO THE  
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DEPARTMENT OF MANAGEMENT**

**APPROVED BY THE COMMITTEE OF EXAMINERS**

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## **ABBREVIATIONS**

**EWCA** – Ethiopian wild Life Conservation Authority

**HRP** – Human Resources Planning

**EWCO** – Ethiopian Wildlife Conservation Organization

**BSC** – Balanced Score Card

**HPIS** - Human Resource Information System

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Human resource planning (HRP) is understood as the process of forecasting an organization's future demand for, and supply as the right type of people in the right number. It is only after this human resource management (HRM) department can initiate the recruitment and selection process. HRP is a sub-system in the total organizational planning. Organizational planning objectives for the future and determine the appropriate means for achieving those objectives. HRP facilitate the realization of the company's objectives by providing the right type and the right number of personnel. HRP, then, is like materials planning that estimates the type and quantity of the materials and supplies needed to facilitate the manufacturing activities of the organization. HRP is variously called manpower planning, personnel planning or Employment planning, (Aswathappa, 2004:53)

According to Geister, (1967) HRP can be described as a series of activities, consist of the following

- Forecasting future work force requirements, either in terms of mathematical projections of economic trends and industrial development or through judgmental estimates based upon specific future plan of the company.
- Making an inventory of the existing man power resource, and analyzing the degree to which these resources are employed.
- Anticipating work force problems, by projecting present resource in to the future and comparing them with the forecast of requirement, to determine their a adequacy, both quantitatively and qualitatively.
- Planning the necessary programmes of recruitment, selection, training, deployment, utilization transfer, promotion, motivation,

and development, so that future work force requirements will be met.

The purpose of manpower planning is to provide continuity of efficient manning for the total business and optimum use of man-power resources, although that optimum utilization of people is heavily influenced by organization and corporate culture.

Can power resources include the intellectual property of the company and the possessors of its core competences; potentially the most easily lost or misused properties, and the most in need of thoughtful planning. As manpower planning is concerned with manning in the business, it cannot be a stand –alone activity, but must exist as a part the planning process for the business itself. As I have noted earlier, the lack of a business to achieves its objective, which highlights both the importance of realistic manpower planning and the need for it to be fully integrated with the overall business planning process.

Like any other process, manpower planning has numerous elements and the process will not work efficiently unless the full range is used and properly integrated. The same applies to business planning, within which manpower planning should be viewed as subset elements in the overall system. (M CBEATH.G 2000: 26).

This research will be study the human resource planning practice of Ethiopian wildlife conservation Authority. Emperor Manlike II issued the first regulation on October 16, 1908 and it had 9 articles against young elephant hunting. The law stated that the sum weight of the trophy of two tusks of a hunted elephant should not be less than 17 kilograms. This seems very reasonable because the average weight of the tusks of the bull is 20-45 kilograms.

UNESCO delegation team in 1964 recommended the establishment of wildlife conservation institute and based on this, by order N.o.65/1970 provided legal establishment of Ethiopian Wildlife Conservation Organization (EWCO).The activities and functions of the organization was

under the guidance and supervision of a board composed of institutions and individuals. The administration was under the board till 1975.

## **1.2 Statement of the Problem**

Human resource planning consists of different phases for instance, forecasting the man power requirements, projecting the supply, man power information system, human resource inventory and man power gap identification in light with the projection and others. Human resource planning is an important aspect of any organization. In EWCA human resource planning practice is as follows, after the implementation of BSC (Balance score card) in Ethiopian Wildlife Conservation Authority each and every employee under the supervision of human resource and administration Directorate have the mandate to set their own annual plan, then, they will discuss or put with director of HRD. The over all total cumulation plan from each experts become the human resource development and administration plan.

The preliminary observation, made by the student researcher during the internship program last summer and document review made reveal the following problems:

- EWCA has under its supervision 1486 total job position from which 720 is open position.
- EWCA has not sufficient planning man power supply.
- EWCA has Does not have adequate relevant policies and programmes to meet human power need.

## **1.3 Research Question**

- How does the company assess its human power inventory?
- How does the company match supply forecast with demand projections?
- To what extent the company designed relevant policies and programmes to meet human power need?
- How does EWCA fill the gap of skilled human power positions?

## **1.4 General Objective**

The general objective of the study is to assess human resource planning in EWCA.

### **Specific Objectives**

- To assess how does the company assess its human power inventory.
- To examine how the company deals with deviation on demand and supply of human power projection.
- To assess to what extent the company designed relevant policies and programmes to meet human power need.
- To assess how does EWAC fill the gap of skill human power position.

## **1.5 Significance of the Study**

This study was have great contribution in providing important feed back to Ethiopian wild Life Conservation Authority concerning the Human Resource that should exist between Human Resource planning department and labor.

Moreover, the study can be the source of information for some other study to be conducted under similar or related area. It can also provide an experience for researcher's future career.

## **1.6 Delimitation /Scope the Study**

This study was confined only in EWCA which is located in Addis Ababa. It is difficult to address all employees in the Authority because, the parks and more employees found in regional and remote area. By this reason, thus it is difficult to cover the parks employees. There fore, the study delimit it self the EWCA head office.

## **1.7. Research Design and Methodology**

### **1.7.1 Research Design**

The research is designed to use descriptive survey methodology.

### **1.7.2 Populations, Sample size and Sampling Technique**

Employees and human resource planning department bodies in the head of EWCA was considered as population of the study. There are currently about 101 Employees found with in EWCA head office, and nine department bodies. All of the department contact from each but, finance and national parks are usually highly related (customers).

This study encompasses all employees in the head office. Therefore, the student researcher was take all population (census) to make the study complete.

### **1.7.3 Types of Data to be Collected**

The study was used both primary and secondary data to undertake the research. The primary data source is selected to get clear and effective first hand information from the employees and mangers. Secondary data source include various books, magazines, document of the authority such as wildlife conservation manuals etc.

### **1.7.4. Methods of Data to be Collection**

In order to obtain the required data questionnaire, and interview guide list was used. Questionnaire was used to collect data from employees because, it was help in saving money and time for both the researcher and the workers, and it also helps to gather vast information with in limited period of time. On the other hand, interview was made with the HRP bodies that are responsible to over see the topic under study.

### **1.7.5 Method of Data Analysis**

To conduct the study, qualitative and quantitative research method was used. Qualitative method was used to describe qualitative data. Data to be obtain through interview and observation. Quantitative method was used to describe quantitative data to be obtained through logical manner.

## **1.8 Limitation**

As several resources are exposed to some constraints, this study also has some constraints like, time, budget and other resources. In addition to

this, carelessness of employee's to fill the questionnaire and also lack of domestic research work on this area.

### **1.9 Organization of the Study**

The main body of the paper was organized in to four chapters: Chapter one contains, Introductory part such as, Background of the Study, Statement of the Problem, Objectives of the Study, Research Questions, Significance of the Study, Delimitation of the Study, the Research Design and Methodology, and Organization of the Study. Chapter two, deals with Review of Related Literatures. Data Analysis and Interpretation was incorporated in chapter three. The last chapter contains Summary, Conclusions and Recommendations.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Concept and Definition of HRP**

Human resource refers to the quantity and quality of work force, while planning involves anticipation and preparation and preparation for the future. Human resource planning therefore determines the human resources required by the organization to achieve its strategic goals.

Human resource planning can be deepened as: the process for ensuring that the human resource requirements as an organization are identified and plans are made for satisfying those requirements.

It is forecasting the number and type of personnel whom the organization will have to hire, train and promote in a particular periods in order to achieve its objective. It seeks to ensure that the organization will have an adequate number of qualified personnel at the proper times for performing various jobs which will achieve the goals of the organization and which provide satisfaction to the concerned personnel. (Goitom Abraham, 2007:20).

HRP is understood as the process of forecasting an organization's future demand for, and supply as the right type of people in the right number. It is only after this HRM department can initiate the recruitment and selection process. HRP is a sub-system in the total organizational planning. Organizational planning objectives for the future and determine the appropriate means for achieving those objectives. HRP facilitate the realization of the company's objectives by providing the right type and the right number of personnel. HRP, then, is like materials planning that estimates the type and quantity of the materials and supplies needed to facilitate the manufacturing activities of the organization. HRP is variously called manpower planning, personnel planning or Employment planning, (Aswathappa, 2004:53)

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Can power resources include the intellectual property of the company and the possessors of its core competences; potentially the most easily lost or misused properties, and the most in need of thoughtful planning. As manpower planning is concerned with manning in the business, it cannot be a stand –alone activity, but must exist as a part the planning process for the business itself. As I have noted earlier, the lack of a business to achieves its objective, which highlights both the importance of realistic manpower planning and the need for it to be fully integrated with the overall business planning process.

Like any other process, manpower planning has numerous elements and the process will not work efficiently unless the full range is used and properly integrated. The same applies to business planning, within which

manpower planning should be viewed as subset elements in the overall system.

(M CBEATH.2000: 26)

## **2.2 Nature of HRP**

The factors as human resource planning can be summarized as follows:

- I. Human resource planning involves forecasting and projecting the future man power need so that an adequate and timely provision may be made to meet those requirements.
- II. The aim of manpower planning is to determine the right number and right type of personnel required for effective accomplishment of tasks, goals and objectives of the organization,
- III. The human resource planning has the prime responsibility of management to ensure effective utilization of present and future man power.
- IV. It is a continuous and never ending process since the demand and supply of man power are subject to change.
- V. It applies system approach of human resource in which the Emphasis is an interrelation ship among various personnel, policies and programmes.
- VI. Man power planning study and analyses the inventory of current man power in order to determine its status and to identify untapped talent available in the organization.
- VII. It results in the development of human resource policies, programmes and procedures for the acquisition development, preservation and utilization of organization's human assets.
- VIII. It is an integral part of corporate planning (Goitom Abraham, 2007:20)

## **2.3 Importance of HRP /Significance/Objective**

Successful manpower planning provides the following benefits:

- i. Manpower planning anticipates shortages and identifies surplus manpower and it help to correct these imbalances in time

overstaffing and underutilization of human resource and other trouble spots can be identified.

- ii. Manpower audit facilitates internal succession of managerial personnel in the event of unforeseen turnover provision for replacement of human resources can be made.
- iii. Man power planning provides a sound basis for training and development of personnel to make an optimum use of available resources and talent.
- iv. If help in formulating management succession plans. If provides enough lead time for identifying and developing executives to more up in the corporate ladder.
- v. Man power planning identifies the gap in existing manpower so that suitable training programs may be developed for building specific skills require in future.
- vi. If help to develop and create awareness and importance of sound manpower management through out the organization.
- vii. If help the growth and diversification of business.

The following are the major objectives of HRP.

- i. To endure that the necessary personnel are available for performing different tasks efficiently.
- ii. To ensure the optimum use of current human resource
- iii. To forecast future man power skill requirements;
- iv. To establish control in the organizing so that human resources are available when required; and
- v. To promote and development of business (Goitom Abraham, 2007:21).

## **2.4 Factors Affecting HRP**

HRP influenced by several considerations. The most important of them are (i) type and strategy of organization, (ii) organizational growth cycles and planning, (iii) environmental uncertainties (iv) Time horizons, (v) type and quality of forecasting information (vi) nature of jobs being filled, and (vii) off-loading the work.(Aswathappa, 2004:57)

## **2.5 Manpower Inventory and Analysis**

Manpower supply to meet requirements can come from two sources, namely internal and external. The preferred source is internal, but we need to know in detail the extent to which we can meet our requirements from the people already employed. If the full requirement cannot be met from internal sources, external recruitment will be necessary. If we have people in certain categories who will become surplus to requirements, then time for retraining, redeployment or redundancy is needed.

To complete an assessment of our existing manpower resources in relation to the planned requirements, we need to take a careful inventory of our stock in considerable detail. Subsequently we shall need to analyse the changes taking place within; rates of progression through the structure on promotion, and the rates of loss.(MCBEATH,2000:55)

### **2.5.1 The Basic Inventory**

Basic personnel records are a mine of information. The basic inventory represents the first stage in accessing the content of that mine. It involves detailed analysis of the current 'stock' of employees, and analysis of recent past trends as a contribution to projecting the future evolution of the stock. Analyzing the manpower inventory involves a large number of related analyses which explore the mix within the various main headings.

### **2.5.2 Head Count**

The simplest question is how many employees do we have? The first thing we find is that this simple question gets answered in different ways in different organizations. The obvious answer might seem to be the total

number of people on the payroll, but that is only one answer for someone will observe that man by people work part time and should be counted as halves. The effective full-time (EFT) head count is less than the sum of names on the payroll. Ah, yes, but the hours worked by part-times vary considerably, so would it not be more accurate to express each individual as a proportion of normal hours in order to get a true EFT? And so it can go on.

For complete logic, all categories, including shift workers with regular long hours, need similar treatment. In a process plant with seven-day continues shift working; the basic week averages out at 56 hours per man. A negotiated change to a 40-hour week required a significant increase in manpower for an unchanged volume of work, for a year after wards, the divisional director has to explain this each time the manpower figures were discussed, year, there had been no change in the EFT manpower.

Overtime hours can be evaluated in a similar way. A demand for a 10 percent cut in the number of jobs may be off set by discount in the 10 percent level of regulate overtime working – at least in theory. Good overtime control is important as overtime hours carry premium payments so that the man power cost is higher than normal time rates.

If we can resolve the initial question of how to measure head count with some internal rules, the most immediate application of the result is a comparison with budgeted head count, hopefully calculated on the same basis, and the examination of trends from recent months.

Company –wide figures have limited value. It is necessary to get inside them to see the pictures for the separate parts of the organization. Analysis needs to go down to department level and even smaller units. Then we want to know something of the make up of the numbers – initially divided between full or part time, direct or indirect, male or female, and so on. Example 5.1 is an extract from a departmental

analysis. This represents the simplest level of man power stocktaking. It is fairly limited in value, but triggers further analysis (this inventory can progress in to arrange of 'how many?' question for example:

- Employment – How people are employed as salesmen, etc?
- Qualification – how many employees have arts degrees, etc?
- Training – How many have attended particular courses, etc?
- Age distribution – how many employees are aged between 55 and 60?

The question may also ask for these people to be identified. Much of this aspect of checking the inventory is straightforward, although many questions involves more than one factor, which we will examine subsequently.(Ibid)

## **2.6 Inventory of Performance Appraisal Data**

Appraisal is well established as part of normal business life, although, looking at the great variety of appraisal methods and purposes, one sometimes wonders quite what is being achieved and quite what some managements think they are measuring. For selection purposes we need to have a basis for feeding our manpower inventory with information on performance and potential.

Appraisal is concerned with how well the employee carries out his present job. The purpose of the appraisal should be to identify, in collaboration with the individual, how his performance might be improved. In this process, development and training needs are identified.

Additionally, appraisal has some application to, or influence on, remuneration. This purpose may be perceived to be in conflict with the primary purpose, as managers may be encouraged to produce favorable appraisals to achieve a desired remuneration advance, and feel that they can more easily override the development aspects.

In addition, we shall need an inventory of people's potential ability to do other work at the same level, or to work at a more senior level. This is covered later in this chapter.

The purpose of any performance appraisal plan is to provide a standard means of appraising how well the employee actually does the job for which he is employed. This must start from a clear understanding of the job itself, the specific immediate and future objectives and the time and resources allocated. This is not just an idea state, but an absolute necessity which must be achieved if the appraisal is to be meaningful. The appraiser or rater must fully appreciate that he is appraising the individual's performance against the requirement of the job, and that any factors not associated with performance of the job are irrelevant.

It is also essential for the appraisal to be carried out by managers who have been trained to appreciate the difficulties of the task they undertake. Bias, attributable to lack of appreciation of these points, may produce silly results, such as high ratings for senior people and low ratings for junior people, which the manager could justify by quoting a straight comparison between one of his senior supervisors and one of his clerks, making the obvious statement that the supervisor is contributing much more than the clerk. Such a rating obviously contains a combination of performance and job value, and is of no use until the two factors can be identified and examined separately.

To provide a sound basis for appraising performance, it is invaluable to have a set of personal objectives agreed between manager and subordinate at the beginning of the appraisal cycle. This may be modified somewhat in the light of unanticipated events, but gives a starting point for all of the informal performance discussions through the year, and for the rounding-up session when the year is complete. Questions of achievement or non-achievement are resolved against the agreed parameters and provide a basis for financial reward.

However, the more important aspect of appraisal is concerned with how results are achieved and how performance (and possibly potential) may be enhanced. Achievement of a key financial result might be matched by failures on a number of other less highlighted but nonetheless critical elements. Loss of key staff or failure to develop people are typical elements which may be played down within a system, but are vital to the business.

In looking at appraisal data, we need to be aware of what they are based on to ensure that they are relevant to the proposed application. There will be a greater need in future to get a measure of interpersonal skills and leadership abilities, and these factors within an appraisal scheme may be recorded separately from the overall conclusion.

I am more at ease with appraisals designed to encourage performance improvement. Unlike appraisals applied to remuneration, these do not need to be quantified or reduced to a score, but they are difficult to summarize in a database. I prefer a simple approach. I want to know if the jobholder is new in the post and still learning basics; is established, but has much scope for improvement; is established, but still has scope for small improvements; and is fully in control of all aspects of the job.

Taken with potential, the last category can help identify individuals in need of an early move to a fresh appointment. The middle two categories could be merged, but separating them is useful in identifying individuals who are well established, but still struggling to reach full effectiveness, and those who may have been over promoted. (McBeath, 2000:69).

## **2.7 Inventory of potential ability data**

What other jobs could this person do now? What jobs should this employee be able to do in future, given proper training and the opportunity to develop experience? Answer these questions fully and mind was accurately and you have an excellent start to the assessment of future potential..

A classic example of the difference between present performance and future potential occurred when a high-caliber graduate doing a stint in the personnel department was assigned to the personnel records section for two weeks to get to know the work. He picked up the entire operation in a couple of days and was given records clerical work to do. Bored, he made appalling blunders while his mind was on other things and was clearly useless as a records clerk. But his ability to run a complete personnel department within a year or so was undoubted, and subsequently proven.

The senior clerk in the same records section, who had his routine job completely under control, was given a small promotion, but had to be relieved of his new post a month later as it proved to be beyond him. Potential ability does not necessarily correlate with performance on present work. Both assessment and inventory of potential must acknowledge that all employees are likely to be changing but at greatly differing rates- some will be growing rapidly in capacity towards readiness to take bigger jobs.

An even more valuable list is that identifying people with potential who are on top of their present jobs and ready for a move, as these individuals are not only valuable to the company, but also to other employers. As a personnel Director, the list of ready –now lived on my desk for daily attention.

Worthy of a foot note are the people who disappear from potential lists. It is not surprising that when a person is moved into a challenging new job, his initial performance is not sparkling and he may need extra guidance. It is evident that such performance, taken in isolation, does not demonstrate potential, and his name is deleted from the list. A couple of years later, it may reappear as he gets on top of the new job and his potential is recognized again. I do not like such people to disappear and try to ensure that they stay on the list, possibly marked, until they are taken off the

list deliberately on the basis of a careful reassessment of longer term potential. (Ibid).

## **2.8 Analysis of Absenteeism**

**Absenteeism:** Absenteeism is one of the major sources of unforeseen shortage of employees on a given day. Each year organizations seem to lose more work time due to absenteeism than due to strikes or lockouts. Absenteeism is defined as unauthorized absence from work, an employee is supposed to be on a job, but is not. Such unscheduled absence from work causes tremendous problems in planning and execution of the work. A number of factors account for unauthorized absence. These could be classified as individual (gender, age, habits), organizational (nature of work, schedule of work, working condition), and environmental (distance from home, social life, transport facilities) factors. In a comparative study of the factors contributing to absenteeism, Ahmad and Saiyadain (2000) found that as far as the Indian scenario concerned distance from work place, alcoholism, risky and monotonous work, unhelpful supervisors, and low job satisfaction contributed to absenteeism. Given the seriousness of the problem and its uncertainty, planners have to consider this as an important input in forecasting (Mirza, 2004:60)

## **2.9 The need for formulating relevant policies and programs to meet the man power need**

### **2.9.1 The Organization's view of Recruiting**

Several aspects affect recruiting from the organization's view point: the recruiting requirements set, organizational policies and procedures, and the organization's image.

**Recruiting requirements** the recruiting process necessarily begins with a detailed job description and job specification. Without these, it is impossible for recruiters to determine how well any particular applicant fits the job. It should be made clear to the recruiter which requirements are absolutely essential and which are merely desirable. This can help

the organization avoid unrealistic expectations for potential employees: An employer might expect applicants who stand first in their class, are residents of extracurricular activities, have worked their way through school, are good-looking, have 10 years' experience (at age 21), and are willing to work long hours for almost no money. Contrasting with this unrealistic approach, the effective organization examines the specifications that are absolutely necessary for the job. Then it uses these as its beginning expectation for recruits (see the sections on job analysis, job description, and job specifications).

**Organizational policies and practices** in some organizations. HRM policies and practices affect recruiting and who is recruited. One of the most significant of these is promotion from within. For all practical purposes, this policy means that many organizations recruit from outside the organization only at the initial hiring level.

Most employees favor this approach. They feel this is fair to present loyal employees and assures them of a secure future and a fair chance at promotion. Some employers also feel this practice helps protect trade secrets.

Is promotion from within a good policy? Not always. An organization may become so stable that it is set in its ways. The business does not compete effectively, or the government bureau will not adjust to legislative requirements. In such cases, promotion from within maybe detrimental, and new employees from outside might be help full.

Other policies can also affect recruiting. Certain organizations have always hired more than their fair share of the disabled, veterans, or ex-convicts, for example, and they may look to these sources first. Others may be involved in nepotism and favor relatives. All these policies affect who is recruited.

**Organizational image** the image of the employer generally held by the public can also affect recruitment. All else being equal, it should be easier for an organization with a positive corporate image to attract and

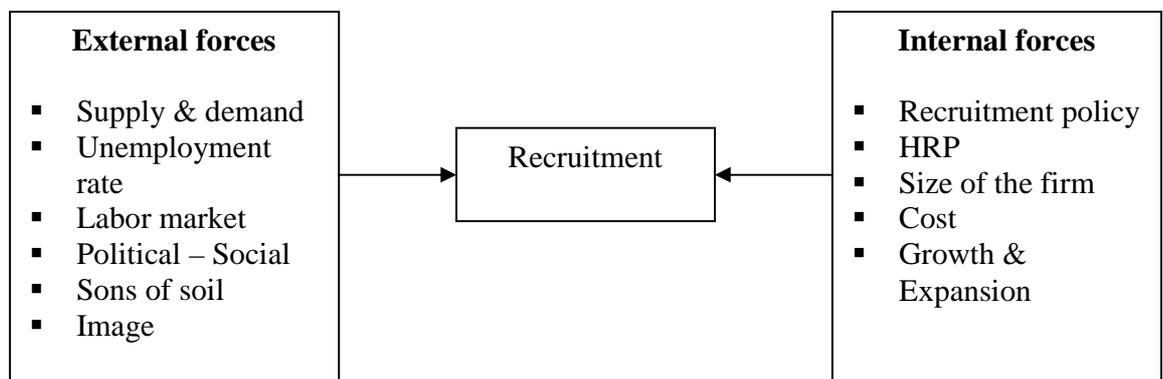
retain employees than an organization with a negative image. Thus for those organizations that reach the top of fortune magazine's "most admired" list, such as Coca-Cola or the most recent two time winner, General electric, the time and effort needed to recruit high-quality workers may be less than for competitors who rank poorly. Recruitment should also be somewhat easier for companies that exude a strong community presence or positive name recognition.

In sum, the ideal job specifications preferred by an organization may have to be adjusted to meet the realities of the labor market, government, or union restrictions, the limitations of its policies and practices, and its image. If an inadequate number of high-quality people apply, the organization may have to adjust the job to fit the best applicant or increase its recruiting efforts.

(JOHN, 2003:P196-197).

### 2.9.2 Factors Governing Recruitment

Recruitment is naturally subject to several factors which include external as well as internal forces. These factors can be demonstrated as shown in the diagram below.



(GOITOM ABRAHAM, 2007:29)

### 2.9.3 Selection

Selection involves a series of steps by which candidates are screened and the most suitable one is chosen to fill the vacancy in an organization. Whereas recruitment encourages individuals to seek employment with a firm, the purpose of the selection process is to identify and employ the

best qualified individual for specific positions. Thus, Selection is the process of choosing from a group of applicants the individual's best suited for a particular position and an organization. (GOITOM ABRAHAM, 2007:41)

#### **2.9.4 Environmental factors affecting the selection process**

A standardized screening process that can be followed consistently would greatly simplify the selection process. However, circumstances may require exceptions to be made. The following are some of the environmental factors that impact the selection process.

**i. Legal considerations:** As it was highlighted in chapter 2, human resource management is influenced by legislation, executive orders, and court decisions. Therefore, managers or Human Resource Officers who hire employees must have extensive knowledge of the legal aspects of selection. They must see the relationship between useful and legally defensible selection tools.

**ii. Speed of decision making:** The time available to make the selection decision can also have a major effect on the selection process. Suppose, for instance, that the production manager for a manufacturing firm comes to a human resource manager's office and says, "My only quality control inspectors just had a fight and both resigned. I can't operate until those positions are filled." Speed is crucial in this instance, and two interviews and a few phone calls may constitute the entire selection process.

Following selection policies and procedures closely, always helps to provide protection against legal problems. However, at times the pressure of business dictates that exceptions must be made.

**iii. Organizational Hierarchy:** Different approaches to selection are generally taken for filling positions at varying levels in the organization. For instance, consider the differences in hiring a top-level executive and a person to fill a clerical position. Extensive background checks and interviewing would be conducted to verify

the experience and capabilities of the applicant for the executive position.

On the other hand, an applicant for a clerical position would most likely take only a word processing test and perhaps have a short employment interview.

**iv. Applicant Pool:** The number of qualified applicants for a particular job can also affect the selection process. The process can be truly selective only if there are several qualified applicants for a particular position. However, only a few applicants with the required skills may be available.

The selection process then becomes a matter of choosing whatever is at hand. The number of people hired for a particular job compared to the individuals in the applicant pool is often expressed as a selection ratio, or

$$\text{Selection Ratio} = \frac{\text{Number of persons hired to fill a particular job}}{\text{Number of available applicants}}$$

A selection ratio of 1.00 indicates that there is only one qualified applicant for each position. An effective selection process is impossible if this situation exists. Thus, people who might otherwise be rejected are often hired. The lower the ratio falls below 1.00, the more alternatives the manager has in making a selection decision. For example, a selection ratio of 0.10 indicates that there are 10 qualified applicants for each position.

**v. Types of Organization:** The sector of the economy in which individuals are to be employed – private, governmental, or not-for-profit can also affect the selection process. For instance, a business in the private sector is heavily profit oriented. As a result, prospective employees are screened with regard to how they can help achieve profit goals. On the other hand, government civil

service systems typically identify qualified applicants through competitive examination. Individuals being considered for positions in not-for-profit organizations confront still a different situation. The salary level and other benefits may not be competitive with private and governmental organizations. Therefore, a person who fills one of these positions must not only be qualified but also dedicated to this type of work. (Goitom Abraham, 2007:43)

### **2.9.5 Placement**

In most cases, applicants are hired for a specific position in a department/unit of the organization. Often, however, a number of people are hired for the same vacancy. The problem then is who should be placed under which supervisor. Placement has gained added importance nowadays, and is important both for the supervisor as well as his new subordinates.

Increasing emphasis on human relations, attitudinal aspects and high turnover in the first few months of employment necessitate the best arrangement between the supervisor and the new subordinate to help the employee adjust and accept the other employees as co-workers. To aid this process, some organizations have extensive orientation programmes which help in visualizing the entire operation culture and relationships prevailing in the organization.

Increasingly, more and more companies in India prefer the management trainee or graduate trainee schemes to provide long and intensive (one to two years) in company training in various departments. This helps the trainee decide the department to which he will be able to contribute the most. This process has eased some of the placement problems, partly because trainees now have some discretion in choosing their role.

### **2.9.6 Training**

Training refers to the teaching/learning activities carried on for the primary purpose of helping members of an organization to acquire and apply the knowledge, skills, abilities and attitudes needed by that

organization. Broadly speaking, training is the act of increasing the knowledge and skill of an employee for doing a particular job (Mirza, 2004:173)

## **Training Policy**

Company's training policy represents the commitment of its top management to training, and is expressed in the rules and procedures which govern or influence the standard and scope of training in the organization. Training policies are necessary for the following reasons:

1. To highlight the firm's approach to the training function. Provide guidance for design and execution, and to provide information regarding programmers to all employees.
2. Formulation of policy helps in identification of priority areas in training, and since resources are scarce are they are prioritized according to felt needs.
3. A training policy document helps to communicate the firm's intent regarding an employee's career development, and also gives the employee the opportunity to better his prospects through training (Mirza, 2004:180)

## **Positive outcome of Training**

The continued effectiveness and efficiency of an organization is to some extent dependent on the ability of its employees to produce at high levels of efficiency. And keep abreast with their changing job-role demands. Training are that:

- Training helps employees to learn their jobs and attain desired levels of Performance speedily thus cutting costs and contributing to better utilization of machines and materials, for example in workers' categories.
- Training helps to reduce the cost of raw materials and products-reducing losses due to waste, poor quality products and damage

to machinery- which would result if an untrained employee were to learn on his own.

- Employee motivation is enhanced when employees know that the firm would provide them with training opportunities to increase their skills and knowledge, thus enabling them to develop and qualify for higher posts. Such practices create favorable attitudes towards the organization, which could result in better adjustment and commitment to one's work and the organization. Thus cooperation could help reduce employee turnover, absenteeism, accidents, dissatisfactions and grievances.
- Finally, training aids in the development of individual skills, better method, new equipment, and sometimes new work place relationships. Such a process would also facilitate technological change by updating the versatility of employees. (Ibid)

### **Human Resource Information system**

The popularity of skills inventories has increased with the proliferation of computers. Although traditionally, most of the desired information was available from individual personal files, compiling was time consuming before computers became readily available, Use of computers for collecting, storing maintaining, retrieving and validating HR data is popularly called the human resource information system (HRIS).

### **Internal supply**

Armed with HR audits, planners can proceed with the analysis of internal supply. The techniques generally used for the purpose are: i. inflows and out flows ii. Turnover rate, iii, conditions of work and absenteeism, iv. Productivity level, and v. movement among jobs.

### **External supply**

In addition to internal supply, the organization needs to look out for prospective employees from external sources. External sources are

important for specific reasons: I. new blood and new experience will be available. Ii. Organization needs to replenish lost personnel, and iii. Organizational growth and diversification create the need to use external sources to obtain additional number and type of employees.

Sources of external supply vary from industry, organism to organization and also from one geographical location to another. Some organizations have found that their best source of further employees are colleges and universities, while others achieve excellent results from consultants, competitors unsolicited applications.

## CHAPTER THREE

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with presentation, analysis and interpretation of data obtained from respondents through the administration of questionnaire and interview.

#### Response Rate

Out of 101 questionnaires distributed to the respondents, 85 (84%) of them were properly filled and returned. Accordingly, all the data gathered were presented, analyzed and interpreted as follows:

#### 3.1 General Characteristics of the respondents

Table 1 below shows, the general characteristics of the respondents in terms of their Sex distribution, Educational background and Age.

**Table1 Sex distribution, Educational Background and Age**

S.N	Item	Frequency	
		No	%
1	Sex		
	Male	53	62
	Female	31	38
	<b>total</b>	<b>85</b>	<b>100</b>
2	Educational Background		
	10 Complete	1	1
	12 complete	-	-
	Certificate	1	1
	Diploma	9	11
	BA/BSC Degree	13	15
	M/MSc Degree	61	72
	<b>Total</b>	<b>85</b>	<b>100</b>
3	Age		
	From 46-55	11	13
	From 35-45	11	13
	From 26-35	54	63.5
	Below 25	9	10.5
	<b>Total</b>	<b>85</b>	<b>100</b>

As can be observed in table 1, majority of the respondents i.e. 53(62%) are male while the rest 32(38%) of them are female. This indicates that,

the study can address opinion of both genders concerning the topic under study.

Regarding item 2 of the same table, majority of the respondents i.e. 61(12%) of them replied that they are BA/BSC degree holders. While the rest 13(15%) of them replied that they are MA/MSc degree holders and 9(11%) of them are diploma. This shows that the respondents are in good position to express their view concerning the topic.

Regarding item 3 of the same table, majority of the respondents i.e. 54(63.5%) belong to the age group of 26-35 the remaining 11(13%), 11(13%), and 9(10.5%) fall in the age group of 35-45, 46-55 and below 25 respectively. this implies, the majority of the respondent can understand about the topic under study.

### 3.2 Analysis of the Finding

**Table 2 Qualification and Job Match**

S.N	Item	Frequency	
		No	%
1	Does your qualification match with the job you perform?		
	Yes	83	98
	No	2	2
	<b>Total</b>	<b>85</b>	<b>100</b>
2	Is there any human power inventory?		
	Yes	85	84
	No	-	-
	<b>Total</b>	<b>85</b>	<b>100</b>
3	If your answer to question no 2 is "Yes" at what frequency human power skill inventory is conducted?		
	Annually	85	84
	Semi Annually	-	-
	Monthly	-	-
	<b>Total</b>	<b>85</b>	<b>100</b>
4	Where do you rate the role of making skill inventory for the achievement of your organizational goal?		
	Very high	7	8
	High	53	86
	Medium	4	5
	Low	1	1
	Very Low	-	-
	<b>Total</b>	<b>85</b>	<b>100</b>

As depicted in table 2 above majority of the respondents i.e. 83(98%) said their qualifications match with the job they perform. This means that almost all employees believe that there is no mismatch between the job descriptions and job specifications.

As indicated in item 2 of table 2 above, all of the respondents i.e. 85 (84%) of them replied that the organization has the practice of human power inventory. This indicate that, EWCA has a good human power inventory to which the employees are well informed.

As indicated in item 3 of table 2 above all of respondents i.e. 85 (84%) replied that the company conducts human power skill Inventory

annually. From this it is possible infer that the company conducts human power inventory annually although a very few number of the employees aren't cognizant of this.

As can be seen from item 4 of table 2 above, majority of the respondents i.e. 73(86%) replied that the role of making skill inventory for the achievement of the organizational goal is high. This indicates that, the employees capitalize the role of making skill inventory for the achievement of the organizational goal.

**Table 3 Recruitment and selection**

S.N	Item	Frequency	
		No	%
1	Which one of the following recruitment sources your organization mostly uses?		
	Internal	1	1
	External	5	6
	both	79	93
	<b>Total</b>	<b>85</b>	<b>100</b>
2	In the hiring process which selection method is more preferred by your organization?		
	Test	-	-
	Interview	-	-
	Both	85	100
	<b>Total</b>	<b>85</b>	<b>100</b>

The above item 1 table 3 show that the majority of respondent i.e. 79(93%) on them replied that the recruitment sources of the organization is both from Internal and External. Employees confirm the fact that the recruitment source of the organization is both. Because of this reason, promotion or transfer to give an advantage to labor. Similarly, to create job opportunity out side the organization.

As can be seen in item 2 of table 3 above, all of the 85(85%) respondents replied that hiring process of the organization involves both test and Interview.

**Table 4 Promoted or transferred In the organization**

S.N	Item	Frequency	
		No	%
1	Do you know any one get the opportunity to be promoted or transferred?		
	Yes	27	32
	No	58	68
	<b>Total</b>	<b>85</b>	<b>100</b>
2	Have you ever get an opportunity to be promoted or transferred?		
	Yes	13	15
	No	72	85
	<b>Total</b>	<b>85</b>	<b>100</b>

As indicate in item 1 table 4 above, the majority of respondents i.e. 58(68%) replied that they don't know any one get an opportunity to be promoted or transferred. While the rest 27(32%) of them replied that some of employees promoted or transferred. This indicate that, much of employees don't know anyone get an opportunity to be promoted or transferred.

As indicated in item 2 of table 4 above the majority of the respondents i.e. 72(85%) replied that there is no an opportunity to promoted or transferred. This shows that much of employees can't get an opportunity to promoted or transferred. Even so, the organization has good practice of promotion or transfer.

**Table 5 The Training program of the organization**

S.N	Item	Frequency	
		No	%
1	Which one of the following training program your organization mostly uses?		
	Short range	80	94
	Long range	4	5
	both	1	1
	<b>Total</b>	<b>85</b>	<b>100</b>
2	How often you have been participating in the training and/or development programs?		
	Very rarely	6	7
	Rarely	46	54
	Sometimes	36	31
	Often	5	6
	Very often	2	2
	<b>Total</b>	<b>85</b>	<b>100</b>
3	Which training method is mostly used in EWCA?		
	On the job training	6	7
	Off the job training	2	2
	both	77	91
	<b>Total</b>	<b>85</b>	<b>100</b>
4	The trainee selection mechanism of your organization is fair and transparent?		
	Strongly agree	6	7
	Agree	57	67
	Neither agree Nor disagree	4	5
	Disagree	18	21
	Strongly disagree	-	-
	<b>Total</b>	<b>85</b>	<b>100</b>
		Weighted mean	Rank
5	What do you think is the main objective of your company in providing /facilitating short range training? (put in ranking order starting from 1)		
	To improve the basic skill	4.76	1
	To improve performance	4.12	2
	To Familiarize mew system	3.87	3
	To facilitate promotion	-	-
	<b>Total</b>	<b>12.75</b>	

The above item 1 table 5 show that, the majority of the respondent i.e. 80(94%) of them replied that the training program is short range. This

indicate that the organization mostly uses short-range training program. This is not enough because, can't get enough knowledge because of shortage of time. Therefore the organization apply (use) long range training.

As shown in item 2 of table 5 above, the majority or respondents i.e. 46(54%) replied that, they rarely get the opportunity to participate in any training program while the rest 26(31%) of them replied that they get the opportunity to participate in a training sometimes. From this point of view, the training has practice of the organization seemingly involves some sort of partiality. Significant size of employees do not get the opportunity to participate in any training program.

As indicated in item 3 table 5 above, majority of respondents i.e. 77(91%) of them replied that the training methods that is mostly used in EWCA are both on-the-job training and off-the-job training. This clearly indicates that, EWCA has good training method. Because this would enable the organization to obtain combination of both. For instance, from the out side they are bringing a new knowledge at the same time, on the job training used to teach different things and employees relationship is high and long time.

As can be seen in item 4 of table 5 above majority of the respondents i.e. 57(67%) replied that the trainee selection mechanism of the organization is fair and transparent. 18(21%) of them replied that the trainee selection mechanism of the organization is not fair and transparent. This indicates that, majority of employees agree on the trainee selection mechanism of the organization.

As can be seen in item 5 table 5 above, The above item 1 table 5 show that, the organization facilitating short range training:-

1. To improve basic skill
2. To improve performance
3. To facilitate new system

**Table 6 Labor power Planning of the Organization**

S.N	Item	Frequency	
		No	%
1	Which one of the Following labor power planning your organization mostly uses?		
	Long range planning	6	7
	Short range planning	-	-
	both	79	93
	<b>Total</b>	<b>85</b>	<b>100</b>
2	Where do you rate the contribution of the planning practice at hand for the achievement of your organizational goal?		
	Very high	2	2
	High	77	91
	Medium	4	5
	Low	2	2
	very Low	-	-
	<b>Total</b>	<b>85</b>	<b>100</b>

Table 6 above indicated that, majority of the respondents i.e. 79(93%) replied that the organization uses short range and long range labor power planning. While the rest 6(7%) of them replied that the organization mostly uses long range planning this indicate that, the organization labor power planning is good. Because any organization uses both long range and short range labor power planning minimize any problem related to labor power.

As indicated in item 2 of Table 6 that, majority of respondent i.e. 77(91%) of them replied that the contribution of the planning practice for the achievement of the organizational goal is high. From this can conclude that, employee's adherence contribution of the planning practice for the organization achievement.

**Table 7 Adequacy of labor power in department**

S.N	Item	Frequency	
		No	%
1	Where do you rate the adequacy of labor power in your department?		
	Highly adequate	1	1
	Adequate	75	88
	Moderately	7	9
	Insufficient	2	2
	Highly insufficient	-	-
	<b>Total</b>	<b>85</b>	<b>100</b>
2	Where do you rate the role of making forecasting demand for the labor power?		
	Very high	5	6
	High	62	73
	Medium	17	20
	Low	-	-
	Very low	1	1
	<b>Total</b>	<b>85</b>	<b>100</b>
3	How often you observe a gap between the project demand and supply of labor?		
	Very often	2	2
	Often	13	15
	Sometimes	61	72
	Rarely	9	11
	Very rarely	-	-
	<b>Total</b>	<b>85</b>	<b>100</b>

The above table 7 in item 1 shows that, majority of the respondents i.e. 75(88%) feel that adequate labor power found in the department.

As indicated in item 2 of Table 7 the majority of respondent i.e. 62(73%) express that the role of making forecasting demand for the labor power is high. The organization has good forecasting demand for the labor power. This indicate that, the employees capitalize the role of making forecasting demand for the labor power.

As indicated in item 3 of Table 7 the majority of respondent i.e. 61(72%) observed that the company sometimes faces a difficulty of matching the required demand with the available labor power.

On the other hand, from the open –ended item response much of employees replied that the organization uses clear and transparent trainee selection mechanism.

## **ANALYSIS OF INTERVIEW QUESTION**

Like employees respondent, the researcher provided interview question to the planning management of Ethiopia wildlife conservation authority (EWCA). The responses obtained from the interview are analyzed and interpreted as follows.

The researcher asked the manager the frequency at which the company at what frequency do you undertake human resource inventory asked the researcher to the management the manager replied; Human resource inventory undertaken annually.

According to the manager “The organization’s human resource inventory is undertaken annually upon the request of the department. He added that human power inventory undertaking primary the responsibility of human power administration and development department.

The manager was also asked as to how they assess the effectiveness of human power inventory he replied the organization assess effectiveness by considering employees job performance. This means the employee finished her duties (job). Generally, the organization uses balance score card (BSC).

On the other hand, the manager replied the company supply forecast is depending on open positions of the organization. Then forecast labor power, this means incoming years the organization this mach of employees have needed.

Similarly, the manager was asked to explain the specific techniques that the company uses in forecasting supply and demand. To this end, he replied that the company does not have a specific technique but, the company use different methods based on the above mentioned assumptions.

The manager was asked the extent to which the company design relevant police and programme to maintain human power requirement.

Accordingly the manager replied the company has good programme related to human power. On the other side, by potential budget give training different department to achieve the program. Similarly, to build training guideline give different training.

By which programme is your company fill the gap on human power position, the manager said, the organization fill the position depend on recruitment both internal and external source. For instance; promotion, transfer is the organization mostly uses.

## **CHAPTER FOUR**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

All the data gathered formerly, analyzed and interpreted in the previous chapter on the base on the analysis of finding the study were summarized, necessary, conclusions were drawn and possible recommendations were provided to the respective body of the organization.

#### **4.1 SUMMARY**

- According to the study, majority of the respondents replied that their qualifications match with the job they perform. This implies that, there is no mismatch between the job description and job specification.
- The study revealed that, majority of the respondent said the organization has the practice of human power inventory.
- The study indicated that, Ethiopia wildlife conservation authority conducts human power skill inventory annually. from this it is possible inter that the company conducts human power inventory annually although a very few number of the employees aren't cognizant of this.
- Majority of respondent i.e. 73(86%) rated that; the role of making skill inventory for the achievement of the organizational goal is high. This indicates that the organization skill inventory is well and good.
- According to the study, the recruitment sources of the organization is both from external and internal. this implies that, EWCA has good recruitment method because, create job opportunity other outside the organization and inside employees.
- The study indicates that, hiring process of the organization has depend up on both test and interview. Because of this , EWCA has good hiring process.

- According to the study, majority of respondent i.e. 58(68%) of them replied that don't know any one get before the opportunity to be promoted or transferred this indicate that, 27(32%) of the respondents can get an opportunity to promoted or transferred. There fore, the organization has good practice of promotion and transfer.
- According to the study, EWCA mostly uses training program is short range this indicate that, EWCA employees can't get enough knowledge because or shortage of time.
- Majority of respondent i.e. 46(54%) of them said that they rarely get an opportunity to participate in any training program. This implies that, the training practice of the organization seemingly involves some sort of partiality.
- The study reveals majority of the respondent i.e. 77(91%) replied that EWCA uses both on the job and off the job training. Because of this the organization to obtain combination on the advantage of both.
- According to the study, majority of the respondent i.e. 57(67%) replied that the organization trainee selection mechanism is clear and transparent.
- The study indicated, the organization facilitating short range training is mostly three purposes. Rankly:-. To improve basic skill, to improve performance and to facilitate new system.
- According to the study, adequate labor power found in the organization or crosses section department.
- The study indicates, the role of making forecasting demand for the labor power in the organization is high this indicate that the employees capitalize the role of making forecasting demand for the labor power.
- According to the study, majority of the respondent i.e. 61(72%) observe the company faces a difficulty of matching the required with the available labor power.

- According to the study, majority of the respondent i.e. 79(93%) of them replied that the organization uses both short and long range labor power planning.
- The study reveals, majority of the respondent i.e. 77(91%) of them replied that the contribution of the planning practice for the achievement of the organizational goal is high.

## **4.2 CONCLUSION**

Is the bases of finding of the study the following conclusion were drawn.

- According to the study, EWCA has the practice of human power inventory this implies that, the organization has practice of human power inventory to get more advantages. However, the organization used to know employees. For instance:- How people are employed as fiancé, how many employees have art degree, how many have attended particular course and how many employees are aged between 45-60. Generally support the organization to know that employment, qualification, training and age distribution of employees.
- According to the study, EWCA conducts human power skill inventory annually. From this, it is possible infer that the organization conducts human power inventory annually. Although, a very few number of the employees aren't cognizant of this.
- According to the study, the role of making skill inventory for the achievement f the organizational goal is high this implies, that, any organizational has practice of human power inventory it support to achieve the organizational goal.
- According to the study, EWCA mostly uses both short range and long range labor power planning this indicates that, the organization labor power planning is good. Because any organization uses both short and long range planning it supported to match supply forecast with demand.
- According to the study, planning practice highly contributed to the achievement of the organizational goal.

- According to the study, EWCA has adequate labor power found in cross section department.
- According to the study, the role of making forecasting demand for the labor power is high.
- According to the study, the company sometimes faces a difficulty of matching the required demand with the available labor power.
- According to the study, recruitment programme and selection process of the organization is good. On the other side, promotion or transfer practice of the organization is well and good.
- According to the study, the organization mostly uses long and short range training program. Similarly the purpose of short range training program of the organization is good. Because, employees improve different skills based on short range training.
- According to the study, EWCA used both on-the-job and off-the-job training program. This indicates that, EWCA has good training program.

Even though, the training has practice of the organization seemingly involves some sort of partiality. Significant sizes of employees do not get the opportunity to be participating in any training program.

### **4.3 RECOMMENDATION**

Based on the conclusions drawn, the following possible recommendations are given by the student researcher:

- The student researcher is strongly advised to the organization, conducts human power inventory annually, if is possible to infer all employees. therefore , the organizations conduct human power inventory different times, because checking the inventory is straight forward.
- The researcher is strongly advised short range training program is improving different things but, not enough training. Because of shortage of time employees can't get enough knowledge and improve their skill is slowly. Therefore, EWCA it should be use both short range and long range training program.
- The organization employees participate in any training program is lower training practice of the organization seemingly involves some sort of partiality. Therefore, the organization to solve the problem different ways, for instance:-
  - Review the training program process.
  - Facilitate to employees participate any training programs.
- The organization faces a difficulty of matching the required with the available labor power. Therefore the organization it should be used different techniques to mach the required with the available labor power. For example Delphi forecasting technique and other.
- Generally, HRP is understood as the process of forecasting an organization's future demand for, and supply as the right type or people in the right number. There fore, the organization give concentration to Human resource planning practices. Because any organization achieved their objective based on Human resource Planning

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# Appendices



## II. Questions related to human power Inventory

5. Does your qualification match with the job you perform?

Yes

No

6. Is there any human power inventory?

Yes

No

7. If your answer to q No 7 is “yes” at what frequency human power skill Inventory is conducted?

Annually

semi annually

monthly

8. Where do you rate the role of making skill inventory for the achievement of your organizational goal?

Vary high

Low

High

Medium

Very Low

## III. Questions related to relevant programmes

9. Which one of the following recruitment sources your Organization mostly uses?

Internal

External

Both

10. In the hiring process which selection method is more preferred by your organization?

Test

Interview

Test and Interview

11. Do you know any one who gets before the opportunity to be promoted or transferred?

Yes

No

12. Have you ever get an opportunity to be promoted or transferred?

Yes

No

13. Which one of the Following training Program Your organization mostly uses?

Short range

long range

14. How often you have been participating in any of the training and /or development programs?

Very often  sometimes  rarely   
Often  Very rarely

15. Which training method is mostly used In EWCA?

On the job training  both   
Off the job training  other \_\_\_\_\_

16. The trainee selection mechanism of your organization is fair and transparent?

Strongly agree  agree  neither agree  
Nor disagree  disagree  strongly disagree

17. Would you justify your rating to question number 17?

\_\_\_\_\_

18. What do you think is the main objective of your company in providing /facilitating short range training? (Put in ranking order starting from 1)

To familiarize new system  to improve the basic skill   
To Facilitate promotion  to improve Performance   
Other specify \_\_\_\_\_

#### **Iv. Questions related to demand and supply projection**

19. Which one of the following labor powers planning your organization mostly uses?

Long range planning  short range Planning   
Both

20. Where do you rate the adequacy of labor power in your department?

Highly adequate  Moderately  Insufficient   
Adequate  highly insufficient

21. Where do you rate the role of making forecasting demand for the labor power?

Very high  Medium  Low   
High  Very Low

22. How often you observe a gap between the project demand and supply of labor?

Very often  sometimes  rarely   
Often  very rarely

23. Where do you rate the contribution of the planning practice at hand for the achievement of your organizational goal?

Very high

Low

High

Medium

Very Low

**Appendix - B**  
**St. Mary's University College**  
**Faculty Business**  
**Department of Management**

**A checklist for an interview to be conducted with Human  
resource managers, plan and program managers**

1. At what frequency do you undertake human resource inventory?
2. Who is responsible for under taking the human resource inventory?
3. How do you assess the effectiveness of Human resource inventory?
4. How does your company make supply forecast?
5. What techniques does your company use in forecasting supply and demand projection?
6. To what extent does the company design relevant policies and programmes to maintain human resource requirement of the company?
7. By which programme is your company fill the gap of human power position?

**Thank you!!!**

**DECLARATION**

I, The Undersigned, Declare that this senior essay/project is my original work, prepared under the guidance of Ato Terefe Feyera. All source of materials used for the manuscript have been dully acknowledged.

NAME \_\_\_\_\_

SIGNATURE \_\_\_\_\_

PLACE OF SULBMMISSION \_\_\_\_\_

DATE OF SUBMISSION \_\_\_\_\_

## **SUBMISSION APPROVAL SHEET**

This paper has been submitted for examination with my approval as an advisor.

NAME: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_