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ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF THE PRACTICES AND CHALLENGES OF
HUMAN RESOURCE PLANNING IN SOUTH WEST ACADEMY**

BY

MAMARU AYNALEM _ SGS/0262/2008A

JUNE, 2017

ADDIS ABABA, ETHIOPIA

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**A THESIS IS SUBMITTED TO THE SCHOOL OF GRADUATE
STUDIES OF ST. MARY'S UNIVERSITY IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
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JUNE, 2017

ADDIS ABABA, ETHIOPIA

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SCHOOL OF GRAGUATE STUDIES
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of my advisor Maru Shete Bekele (PhD & Assoc. Prof.), all sources of materials used for the thesis; have been duly acknowledged, I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

St. Mary's university, Addis Ababa

Signature

June, 2017

ENDORSEMENT

This thesis has been submitted to St. Mary's university, school of graduate studies for examination with my approval as a university advisor.

Advisor

St. Mary's university, Addis Ababa

Signature

June, 2017

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LIST OF ABBREVIATION AND ACRONYMS

- HRP:** Human Resource Planning
- SBP:** Strategic Business Planning
- HR:** Human Resource
- HRM:** Human Resource Management
- SWA:** South West Academy
- HRD:** Human Resource Division
- HRIS:** Human Resource Information System

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ABSTRACT

This study focused on assessment of the practices and challenges of human resource planning in south west academy institute. The descriptive survey design was used for data collection. Data were generated through personal interview and survey questionnaires. The interview and questionnaires were prepared and conducted to management staff of the organization to collect whether the human resource planning is aligned with the overall strategic business plan or not and to assess the existing human resource planning practices and the challenges to guide the implementation of human resource needs in the organization. I choose purposely all of the management staff of Southwest Academy. The result of this survey was analyzed using descriptive statistics which made use of frequency and percentages with the help of SPSS version 20. And a qualitative data were used using an interview with principal director and directors of Southwest Academy. The results of the study reveal that most of the management staff did not have in-depth knowledge on human resource planning. The study concludes the organization did not have human resource department and managements were unable to being proactive in forecasting human resources needs and also unable to link human resource planning with strategic business plan would affect the effort to achieve the organization objectives. Based on the findings, therefore, a recommendation for Southwest Academy management towards an effective human resource planning is provided. Thus, it is recommended that Southwest Academy should give careful attention to form human resource department, to create integrative and interactive linkage between the human resource planning process and the strategic business planning process and to have automated human resource information system (HRIS) to achieve its overall objective.

Key words: Human Resource, Human Resource Planning, Human Resource Department, Strategic Business Plan, Challenges, practices.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The origin of manpower planning, the predecessor of modern Human Resource (HR) planning, predates the beginnings of twentieth-century management theory. Among the first to raise the manpower-planning issue was the Frenchman Henri Fayol (1841–1925). As defined by Bulla and Scott (1994), human resource planning is ‘the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements’. (Armstrong, 2009, p. 486). Reilly (2003) defined workforce planning as: ‘A process in which an organization attempts to estimate the demand for labor and evaluate the size, nature and sources of supply which will be required to meet the demand (Armstrong, 2009, p. 486).

With the recognition of human resources as a source of competitive advantage, human resource planning will have a significant strategic roles in the future of the organization. Along with increasing strategic importance, there also has been a trend toward decentralization of the responsibilities for human resource planning to line managers (Charles, 2004). Human Resource Planning(HRP), as a tool, has become one of the best strategies for improving the performance of organizations as it enables to think strategically about how to align people to business. Today, it is known that HR professionals play strategic roles in ensuring that human capital issues remain a priority. HRP provides such an opportunity for the HR professional to serve in the strategic roles of leader, change agent, and business partner.

Human resource planning has an integral part of business planning because it is the core of all planning processes of the enterprise. The human being is the most important factor in the operation of the enterprise. A human resource plan must ensure that there is the right number and structure of people in the right jobs at the right time. These people should meet the required company objectives. Human resource planning in the business

practice should represent generally used and key activity for human resource management because human resource planning helps to make optimum utilization of the human resources in the enterprise and it helps to avoid wastage of human resources.(Kristina et al., 2012).

In this thesis the researcher has tried to asses practice and challenges of human resource planning in South West Academy. There were different factors that affect human resource planning of the Academy such as; organizational growth, environmental uncertainties, time horizons, type and quality of information, and nature of the job. During human resource planning activities the Academy follows different activities such as; demand forecasting, supply forecasting, forecast of future requirement and finally action planning. South West Academy offers education to students from Kindergarten to Grade 10 + 2. Beginning its operation in 2007, the school is now in its ninth year of providing education to young Ethiopians. The academy has three broad campuses around Nifas Silk Lafto sub city. Currently the Academy has a total of 583 employees, 35 of those employees were management staff and the remaining 548 were non-management staff (South West Academy, 2017).

Human resources were the back bone of the organization. To realize its vision South West Academy needs resources such as money, material, and human resource. Among these resources human resource is a very special kind of resource. All human resource activities show that their effectiveness and efficiency, which result in increased productivity, depend on effective human resource planning and the study is to figure out human resource planning and management practices and challenges in South West Academy.

1.2 Statement of the Problem

Human resource planning has likely become the greatest challenge faced by the Academy today. Human resource planning is the responsibility of a specialist in the human resource area. The organization did not have human resource department, the human resource

activities were done by top management. Since when higher level manager was busy by current situation, the data supplied for use in forecasting becomes inaccurate and there was no well-organized human resource information system and can't predict future human need properly.

Low job satisfaction of the employees because of lack of tangible (Salary and Benefits) and non-tangible (Good treatment from the supervisors) extrinsic job satisfaction factors also affects human resource planning of South West Academy.

A research conducted by (Abeyot, 2014): human resource planning practices and challenges in Ethio telecom human resource planning practice had the availability of up-to-date information and access of determinant factors during HRP process such as human resource information system, job analysis, skill inventory, strategic business plan, knowledge about the present human resource policy of the organization in general and human resource planning process and policy in particular, and the level of responsiveness of the human resources management division with regard to the provision of advice, timely services and necessary information to line and functional management of the company regarding human resource issues are very critical to make effective the preparation of the human resource planning of each work offices within Ethio Telecom.

The finding of the study indicated that human resource planning in Ethio Telecom management employees how they perceived, their knowledge towards HRP and level of satisfaction on the HRP practices. The study also came up with the findings that the linkage of human resource planning of Ethio Telecom with the strategic business plan is two-way(the human resource planning helps implanting strategic business plans and also provides input to strategy formulation.), there were lack of integration linkage between human resources planning with strategic business plan, lack of fully computerized human resource information system.

However as the principal director told me in Southwest Academy there was no study about human resource planning. The necessity of applying a strong human resource management

in general and a sound human resource planning in particular has not yet been realized and didn't bring other than its being theoretical knowledge. Similarly, South West Academy has been a victim of such problems and so were its clients, the government and its other development assistants weren't gaining satisfaction with the service it had been providing. To properly utilize the available human resource with the intended benefit, human resource planning becomes important. Therefore, this study has attempted to examine some general aspects of the current state of affairs in human resource planning practice and challenges of South West Academy.

1.3 Research questions

The following questions are used to provide an analysis of assessment of human resource planning practice and challenges of Southwest academy.

- What are the major factors to be considered during human resource planning?
- What are the major challenges of human resource planning practices in Southwest Academy?
- Is human resource planning linked with strategic business plan of southwest Academy?

1.4 Research objective

1.4.1 General Objectives

The objective of this research is to assess the practices and challenges of human resource planning in South West Academy.

1.4.2 Specific objectives

- To identify factors to be considered in human resource planning.
- To assess the major challenges of human resource planning in South West Academy.

- To assess the linkages between human resources planning and strategic business plan of South West Academy.

1.5 Significance of the study

Most organization needs people just as they need raw materials, equipment, and other materials in order to function successfully. But In fact, people are most important asset. Organizations uses human resource planning to enable them to meet their future people‘ needs in the same way in which they plan for their non-human resources. So, human resource planning is very useful for human resource management in schools like South West Academy.

This study is expected to have the following contributions:

- Allowing South West Academy to find the current problems or challenges and forwarding some possible solutions so as to improve the current problems in performing human resource planning process.
- It will Inspiring South West Academy management to develop HR Department and a clear link between strategic business plan and human resource planning.
- It serves as a springboard to conduct further and more detail study in academicians; this is because at the current situation there are only few researches were conducted in the related area in Ethiopia.
- It will decrease the work load on employee; this is because when labor turnover happen at South West Academy, the academy can’t replace the position immediately, at that time the position was covered by miner subject teachers in addition to their work. So, this study will overcome this problem. It will also very important for students to make happy and achieve their goals, and to get powerful and willingness teacher.

1.6 Delimitation and scope of the study

This study aims was to assess the practices and challenges of human resource planning in South West Academy. The study was carried out in partial fulfillment of securing Master's Degree in business administration; the scope of the study is limited on geographical coverage, budget, duration of study, target populations, collection tools used and level of analysis.

The finding of the study covered only from January 2016- April 2017. All of the management staff of South West Academy were participating in this study. A questionnaire and interview was the tool used to collect the required information from the targeted populations.

South West Academy has three branches in Addis Ababa and this research is mainly focused on those branches. This study was also limited to South West Academy and the findings can't generalize to whole private academy in terms of time, finance, and research manageability. Data collection was very difficult because of the busy schedules of the management staff of the Academy.

1.7 Organization of the Study

This research contains of five chapters. Chapter one is about introduction in which the motives of this research, the background, problem, research question, objective and the significance are addressed. Chapter two is a literature review in which includes the current knowledge including substantive findings, as well as theoretical and methodological contributions. The chapter three is about methodology that introduce the research method, sampling, data collection, questioner design, and plan of analysis. Data analysis, interpretation and presentation of this research will be presented in chapter four. Chapter five will be about Summary, conclusion and recommendations.

CHAPTER TWO: LITERATURE REVIEW

This chapter provides theoretical review by using secondary sources related to practice and challenges of human resource planning. It begins with definition of Human Resource Planning and then briefly discusses about critical review of existing theories which are closely related to practices and challenges of human resource planning.

2.1 Definitions of Human Resource Planning

Human resource planning (HRP) is the term used to describe how companies ensure that their staffs are the right staff to do the jobs. Several definitions have been given by different writers what planning is all about. HRP links people management to the organization's mission, vision, goals and objectives, as well as its strategic plan and budgetary resources. A key goal of HRP is 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. Vetter (1967) has defined HRP as the process by which management determines how the organization should move from its current manpower position to its desired position. Via planning, management struggles to have the right number and the right kinds of people, at the right places, at the right time, doing things right and give benefit to both the individual and the organization. All the definition of HRP was explaining and stress out about people. (Vetter, 1967)

In order to understand the human resources planning system properly, it is important to look at various definitions as well as certain past researches conducted in the field of human resources planning. Walker (1980) defined human resource planning as analyzing organization's human resource needs under changing conditions and developing the activities necessary to satisfy these needs. According to Craft (1980), firms that practice human resource planning are more likely to know what specific characteristics they are looking for in applicants, and can therefore improve the quality of hiring decisions This will help bring in the requisite quality of talent in the

organization. Walker (1980) stated that to the extent the firm can consciously and proactively determine the composition of the workforce that it will need to achieve its strategic objectives, it ought to be able to accomplish those objectives with more precision than a firm that is not able to do so. This can be done as the workforce hired will be exactly according to the objectives of the organization.

Kagono *et al.*, (1985) and Nonaka, (1990) studied a decade of research that examine the workforce attributes and management policies of Japanese firms. In this body of research success is often attributed to greater efficiency in deploying and coordinating people. This also suggests that to the extent that firms plan for their future hiring requirements, they are likely to succeed in securing the right amounts and types of the right human resources. Milkovich and Boudreau, (1988) observed that formal, regular evaluation of recruitment and selection practices allows for the discontinuation of those practices that have not yielded good results in the past.

Heneman *et.al.* (1989), described human resources planning and stated that it is linked with, but not identical to, human resource planning is the manner in which hiring practices are evaluated. Evaluating recruitment and selection practices provides the opportunity for the firm to learn which policies and programs have been demonstrated to be beneficial to the firm and which have not. Jackson and Schuler, (1990) stated that there is a need for change in the nature of human resources planning due to increase in environmental instability, demographic shifts, technological change, and increased international competition. Planning is done in by the planners in consultation with line managers. They have to regularly interact with each other. The organizations are also realizing that in order to adequately address human resource concerns, they should develop long-term as well as short term solutions. As human resource planners engage themselves in dealing with more programs to serve the needs of the business, and even influence the direction of the business, in view of this they have to face new and increased responsibilities and challenges.

Bramham (1989-1994) has distinguished between human resources planning and

manpower planning. He has defined human resources planning as a process in which costs, numbers, controls and systems interact and play a part. According to him manpower planning is more concerned with the numerical elements of forecasting of manpower. However other authors like, Casson (1978) have discarded such perceptual differences, arguing that human resources planning and manpower planning are the same thing. (Casson, 1978)

HR information system (HRIS) is a computer-based information system for managing the administration of HR processes and procedures. Tannenbaum (1990) defined an HRIS as any system that helps an organization to ‘acquire, store, manipulate, analyses, retrieve and distribute information about an organization’s human resources’. Kettley and Reilly (2003) defined an HRIS as ‘a fully integrated, organization-wide network of HR-related data, information, services, tools and transactions’. The term ‘e-HR’ refers in more general terms to the use of computer technology within the HR function.

2.2 Factors affecting human resource planning

HRP is influenced by several factors. The most important of the factors that affect HRP are: Type and strategy of organization, organizational growth cycles and planning, environmental uncertainties, time horizons, type and quality of forecasting information, nature of jobs being filled and off-loading the work. (Rpo, 2012.)

Type and Strategy of the Organization: Type of the organization determines the production processes involve, number and type of staff needed and the supervisory and managerial personnel required. HR need is also defined by the strategic plan of organization. If the organization has a plan for organic growth then organization need to hire additional employees. On the other hand if the organization is going for mergers and acquisition, then organization need to plan for layoffs, as mergers can create, duplicate or overlap positions that can be handled more efficiently with fewer employees. Organization first decides whether to be reactive or proactive in HRP. Organizations either carefully anticipate the needs and systematically plan to fill the need in advance (proactive) or can

simply react to the needs as they arise (reactive). Likewise, the organization must determine the width of the HR plan.

Organization can choose a narrow focus by planning in only one or two HR areas like recruitment and selection or can have a broad perspective by planning in all areas including training and remuneration. The nature of HR plan is also decided upon the formality of the plan. It can decide to have an informal plan that lies mostly in the minds of the managers and personnel staff or can have a formal plan which is properly documented in writing. The nature of HR plan is also depended upon the flexibility that is practiced in the organization. HR plan should have the ability to anticipate and deal with contingencies. Organizations frame HRP in such a way that it can contain many contingencies, which reflect different scenarios thereby assuring that the plan is flexible and adaptable. (Rpo, 2012.)

Organizational Growth Cycles and Planning: All organizations pass through different stages of growth from the day of its inception. The stage of growth in which an organization is determines the nature and extends of HRP. Small organizations in the earlier stages of growth may not have well defined personnel planning. But as the organization enters the growth stage they feel the need to plan its human resource. At this stage organization gives emphasis upon employee development. But as the organization reaches the mature stage it experience less flexibility and variability resulting in low growth rate. HR planning becomes more formalized and less flexible and less innovative and problem like retirement and possible retrenchment dominate planning. During the declining stage of the organization HRP takes a different focus like planning to do the layoff, retrenchment and retirement. In declining situation planning always becomes reactive in nature towards the financial and sales distress faced by the company. (Rpo, 2012.)

Environmental Uncertainties: Political, social and economic changes affect all organizations and the fluctuations that are happening in these environments affect organizations drastically. Personnel planners deal with such environmental uncertainties by

carefully formulating recruitment, selection, training and development policies and programs. The balance in the organization is achieved through careful succession planning, promotion channels, layoffs, flexi time, job sharing, retirement, Voluntary Retirement Scheme and other personnel related arrangements. (Rpo, 2012.)

Time Horizons: Human resource plans can be short term or long term. Short term plans spans from six months to one year, while long term plans spread over three to twenty years. The extent of time period depends upon the degree of uncertainty that is prevailing in an organizations environment. Greater the uncertainty, shorter the plan time horizon and vice versa. (Rpo, 2012.)

Type and Quality of information: The information used to forecast personnel needs originates from a multitude of sources. The forecast depends to a large extent upon the type of information and the quality of data that is available to personnel planners. The quality and accuracy of information depend upon the clarity with which the organizational decision makers have defined their strategy, structure, budgets, production schedule and so on. (Rpo, 2012.)

Nature of Jobs Being Filled: Personnel planners need to be really careful with respect to the nature of the jobs being filled in the organization. Employees belonging to lower level who need very limited skills can be recruited hastily but, while hiring employees for higher posts, selection and recruitment need to be carried out with high discretion. Organization need to anticipate vacancies far in advance as possible, to provide sufficient time to recruit suitable candidate. (Rpo, 2012.)

Outsourcing: Several organizations outsource part of their work to outside parties in the form of subcontract. Outsourcing is a regular feature both in the public sector as well as in the private sector companies. Many of the organizations have surplus labor and hence instead of hiring more people they go for outsourcing. Outsourcing is usually done for non-

critical activities. Outsourcing of non- critical activities through subcontracting determines HRP. (Rpo, 2012.)

2.3 Human resource planning activities

A flow chart of the process of human resource planning is shown in Figure 1.0 and each of the main activities is described below.

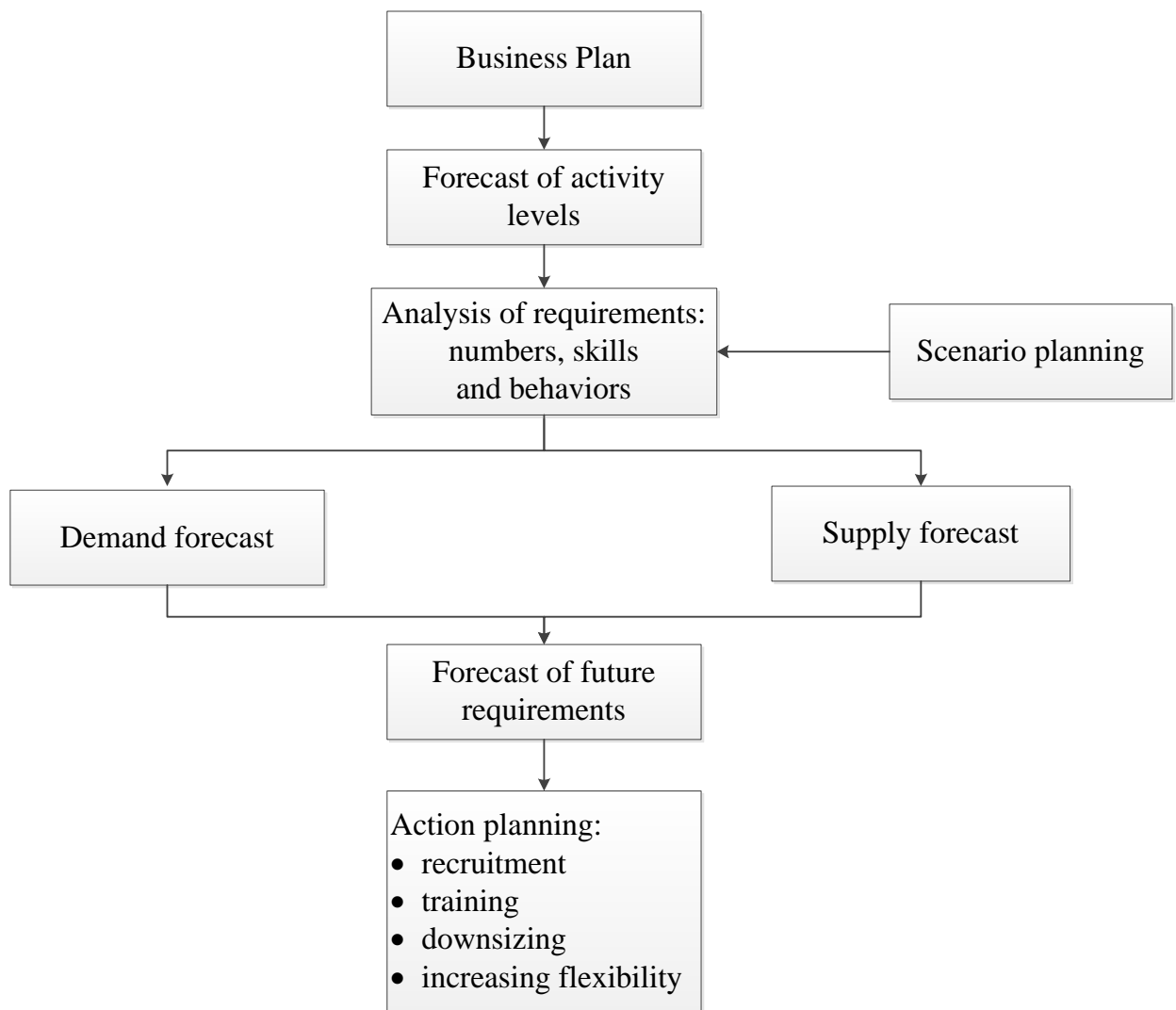


Figure 2.1 Human resource planning flow chart

2.3.1 Scenario planning

Scenario planning is simply an assessment of the environmental changes that are likely to affect the organization so that a prediction can be made of the possible situations that may have to be dealt with in the future. The scenario may list a range of predictions so that different responses can be considered. The scenario is best based on systematic environmental scanning, possibly using the PEST approach (an assessment of the political, economic, social and technological factors that might affect the organization). The implications of these factors on the organization's labor markets and what can be done about any human resource issues can then be considered. (Armstrong, 2009)

2.3.2 Demand forecasting

Demand forecasting is the process of estimating the future numbers of people required and the likely skills and competences they will need. The basis of the forecast is the annual budget and longer-term business plan, translated into activity levels for each function and department or decisions on 'downsizing'. In a manufacturing company the sales budget would be translated into a manufacturing plan giving the numbers and types of products to be made in each period. From this information the number of hours to be worked by each skill category to make the quota for each period would be computed. Details are required of any organization plans that would result in increased or decreased demands for employees, for example setting up a new regional organization, creating a new sales department, decentralizing a head office function to the regions. Plans and budgets for reducing employment costs and their implications on the future numbers of people to be employed would also have to be considered (Armstrong, 2009)

The demand forecasting methods for estimating the numbers of people required are described below.

✓ **Managerial judgment**

The most typical method of forecasting used is managerial judgment. This simply requires managers to sit down, think about their future workloads, and decide how many people they need. It might be done on a 'bottom-up' basis with line managers submitting proposals for agreement by senior management. Alternatively, a 'top-down' approach can be used, in which company and departmental forecasts are prepared by top management, possibly acting on advice from the personnel departments. These forecasts are reviewed and agreed with departmental managers. A less directive approach is for top management to prepare planning guidelines for departmental managers, setting out the planning assumptions and the targets they should try to meet.

Perhaps the best way of using managerial judgment is to adopt both the 'bottom-up' and 'top-down' approaches. Guidelines for departmental managers should be prepared that indicate broad company assumptions about future activity levels that will affect their departments. Targets are also set where necessary. Armed with these guidelines, departmental managers prepare their forecasts to a laid-down format. They are encouraged to seek help at this stage from the personnel or work study departments. Meanwhile, the personnel department, in conjunction as necessary with planning and work study departments, prepares a company human resource forecast. The two sets of forecasts can then be reviewed by a human resource planning committee consisting of functional heads. This committee reconciles with departmental managers any discrepancies between the two forecasts and submits the final amended forecast to top management for approval. This is sometimes called the 'right-angle method'.

✓ **Ratio-trend analysis**

Ratio-trend analysis is carried out by studying past ratios between, say, the number of direct (production) workers and indirect (support) workers in a manufacturing plant, and forecasting future ratios, having made some allowance for changes in organization or

methods. Activity level forecasts are then used to determine, in this example, direct labor requirements, and the forecast ratio of indirect to direct would be used to calculate the number of indirect workers needed.

✓ **Work study techniques**

Work study techniques can be used when it is possible to apply work measurement to calculate how long operations should take and the number of people required. Work study techniques for direct workers can be combined with ratio-trend analysis to calculate the number of indirect workers needed.

✓ **Forecasting skill and competence requirements**

Forecasting skill and competence requirements is largely a matter of managerial judgment. This judgment should however be exercised on the basis of a careful analysis of the impact of projected product-market developments and the introduction of new technology, either information technology or computerized manufacturing (Armstrong, 2009).

2.3.3 Supply forecasting

Supply forecasting measures the number of people likely to be available from within and outside the organization, having allowed for absenteeism, internal movements and promotions, wastage and changes in hours and other conditions of work (Armstrong, 2009).

The supply analysis covers the following areas.

- Existing number of people employed by occupation, skill and potential.
- Potential losses to existing resources through attrition (employee turnover).
- Potential changes to existing resources through internal promotions.
- Effect of changing conditions of work and absenteeism.
- Sources of supply from within the organization.

- Sources of supply from outside the organization in the national and local labor markets.

2.3.4 Forecast of future requirements

To forecast future requirements it is necessary to analyze the demand and supply forecasts to identify any deficits or surpluses. The analysis can be made with the help of spreadsheets. It can be set out as follows: (Armstrong, 2009)

1. Current number employed 70
2. Annual level of turnover 10%
3. Expected losses during year 7
4. Balance at end year 63
5. Number required at end year 75
6. Number to be obtained during year $(5 - 4)$ 12

2.3.5 Action planning

Action plans are derived from the broad resourcing strategies and the more detailed analysis of demand and supply factors. However, the plans often have to be short term and flexible because of the difficulty of making firm predictions about human resource requirements in times of rapid change. The planning activities start with the identification of internal resources available now or which could be made available through learning and development programs. They continue with plans for increasing the attractiveness of working for the organization by developing an employer brand and an employee value proposition, taking steps to reduce employee turnover and absenteeism, and increasing employment flexibility (Armstrong, 2009).

2.4. Human Resource Strategy

To this point, the discussion of strategy and strategic planning has focused on the general concept of strategic human resource management and the relatively broad concepts of corporate level and strategic business unit considerations. The next focal point is human resource strategy, which has been defined by Randall Schuler as follows: “HR strategies are essentially plans and programs to address and solve fundamental strategic issues related to human resources management. “Human resource strategy focuses on the alignment of the organization’s human resource practices, policies, and programs with corporate and strategic business unit plans. Consistent human resource policies and practices are important concerns of general management as well as the human resource function. (Greer, 2003).

Differences in human resource management policies and practices across industries demonstrate that policies and personnel practices vary according to the environment in which companies operate. However, industrial categories do not explain all such differences because variations in company strategies also determine human resource policies and practices. Companies generally try to avoid excessive emphasis on achieving a fit between their strategies and human resource policies and practices. Excessive concern with fit can be detrimental, since there must be transition periods during which mismatches will occur. Likewise, too much fit between a company’s human resources and its strategies may unnecessarily restrict the range of employee skills, detract from innovation, and limit the capacity to change. (Greer, 2003).

John (Storey, 1989) suggests that: ‘the concept locates HRM policy formulation firmly at the strategic level and insists that a characteristic of HRM is its internally coherent approach’.

2.4.1. Importance of human resources to strategy

Human resource management has become more important to general management, largely as a result of its role in providing competitive advantage, the rush to competitiveness, and an awareness of the demands of the technologically advanced environment of the future.

Strategist Michael Porter has found that human resource management is a key to obtaining competitive advantage. In a growing number of organizations, human resources are now viewed as a source of competitive advantage. There is greater recognition that distinctive competencies are obtained through highly developed employee skills, distinctive organizational cultures, management processes, and systems. This is in contrast to traditional emphasis on transferable resources, such as equipment that can be purchased by competitors. Increasingly, it is being recognized that competitive advantage can be obtained with a high-quality workforce, which enables organizations to compete on the basis of market responsiveness, product and service quality, differentiated products, and technological innovation, instead of reliance on low costs. An example of human resource based competitive advantage is provided by (John Deere's, 1996) efforts to automate its factories. (Porter, 1985).

Aside from its role in providing competitive advantage through a quality workforce, the necessity of controlling labor costs also has elevated the role of human resource management. As a result of intense pressure to control costs, general managers have gained a greater awareness of the impact of inefficient use of human resources. Managers need look no further than underutilized workers, lack of trust, and resistance to change, antagonistic labor management relations, motivational problems, and restrictive work practices to find causes of lower productivity. Interestingly, resources allocated toward better utilization of human resources may prove to be more cost efficient than investments in plant and equipment. Because of potential cost efficiencies, improved human resource management can play a key role in the organization's competitive strategy and in the development of distinctive competencies. (Porter, 1985).

Economic turbulence also has increased the importance of the strategic role of human resource management. Turbulence, globalization, technology, dramatically changing demographics, and differences in workforce values have created almost unprecedented environmental uncertainty. Strategic human resource management and the sub process of human resource planning are increasingly being seen as means of buffering environmental uncertainty. Not surprisingly, human resource management is becoming integrated into the strategy formulation and planning process. (Porter, 1985).

As human resource management becomes a more important component of a company's competitive strategy, general management has an incentive to ensure alignment and consistency between strategy and human resource practices and policies. The first alignment challenge comes with finding the answer to the following question: "What kinds of people will be needed to lead the organization in the years to come?" The expectation is that people and practices, which are aligned with future strategic needs, produce superior organizational performance. While the evidence on this point is mixed, some recent empirical studies have found higher performance to be related to integrated, strategic human resource management. There has also been recognition of contributions of human resource management to company success in international endeavors. Such success is more likely when international involvement is rewarded and international business training is provided. It is also more likely when managerial selection and promotion criteria incorporate international experience. Nonetheless, before such contributions can be made, a coherent human resource strategy must be developed and linked to the organization's overall strategy. (Greer, 2003).

2.4.2. Human resource contributions to strategy

Human resources can make contributions to strategy and strategic planning in a number of ways. Systems such as performance appraisal, staffing, training, and compensation enable managers to implement the organization's strategic plan. Human resource planning also

links strategic management and business planning with these systems. Most models of strategic human resource management view the function as having an implementation role, and it has been less common to find companies using unique human resource capabilities as a primary input in strategy formulation. Nonetheless, more companies are drawing on human resource management in the strategy formulation process. Situations in which human resource capabilities serve as a driving force in strategy formulation occur where there are unique capabilities, such as noted earlier with the example of John Deere's creation of a technology division. Another example is Arthur Andersen's unique human resource capabilities in training. The accounting firm's Saint Charles, Illinois, training facility, which resembles a college campus, provides it with a competitive advantage. Thousands of Arthur Andersen employees receive uniform training by the firm's own highly regarded instructional staff at this facility each year. Because of its facilities and in-house instructors, the firm can react quickly to the changing demands of its clients. (Greer, 2003).

Additionally, recognition of the human resource cost implications of strategies can be brought into the strategy formulation process when human resource management plays an important role. This has not typically been the case in the past, until such costs have become extreme. To be sure, goal displacement or losing track of the objective is an outcome to be avoided when human resource capabilities are a primary driver in strategy formulation. However, such dysfunctional side effects can be avoided with periodic reviews of the process. (Greer, 2003).

2.4.3. Integration of strategy and human resource planning

The integration of business strategy and human resource strategy and planning is particularly important for long-range planning efforts. Furthermore, with the recognition of the potential contributions of human resource planning, line managers have taken on greater responsibilities for these planning efforts. The following provides a vivid

description of why there should be greater integration of the processes: Because there is a greater understanding that an organization's work force cannot be turned around on a dime, long-term human resource planning is gaining currency. It is an activity that demands integration of the skills and knowledge of the human resource planner and all the other executives responsible for strategic planning. (Greer, 2003).

2.4.4. The Strategic Role of Human Resource Planning

Human resource planning is linked in several ways with strategy formulation and implementation. One such linkage is its developmental role.

➤ Developmental Planning for Strategic Leadership

A management development expert observed that there is currently more interest in succession planning today than there has been during the past 30 years. Because of the rapidly changing environments in which companies must compete, there is concern that there will be a shortage of individuals with the requisite skills and talents who can lead companies in the twenty-first century. Given the significant costs of leadership failures at the highest organizational levels, it is important to have qualified replacements for high-level executives. Succession planning, a form of human resource planning, is an important part of the solution to the successorship problem. Succession planning is quite challenging in today's rapidly changing environment because the skills that will be needed in the future are not well defined. Nonetheless, the potential strategic contributions of succession planning are substantial (Greer, 2003).

➤ Assessment of Strategic Alternatives

As organizations' human resources are utilized more frequently as sources of competitive advantage, human resource planning and forecasting will become more central to the strategic planning process. It will be essential for human resource executives or other executives to be able to forecast the future availability of employees having knowledge in such critical areas as technology. Companies that are developing a critical mass of

employees who are knowledgeable or skilled in a particular technology may gain a potential source of competitive advantage. Similarly, information regarding critical employee knowledge bases provides important input for strategy formulation. Conversely, given a particular strategic alternative, it is useful for human resource executives, as well as other executives, to be able to forecast the human resources necessary to carry out various strategies.

➤ **Adding Value**

The literature often states that human resource planning is becoming more important to organizations. While some observers have noted the difficulties of planning during turbulent periods and have downplayed the current role of human resource planning, there is some indication that other organizations are placing major emphasis on succession planning for top-level executives, as well as other forms of planning. Reasons cited for human resource planning include shifting demographics, the proportion of total costs accounted for by labor costs, and the competitive pressures of the global economy (Greer, 2003).

2.5 The role of the HR practitioner

The role of the HR practitioner concerned with what HR professionals do and how they do it, bearing in mind the comment of Boxall and Purcell (2003) that 'HRM does not belong to HR specialists'. HRM belongs to line managers and the people they manage the stakeholders in people management. It starts with an analysis of the basic roles and activities of HR professionals and of the various models of these roles. A number of issues that affect the role of HR people are then explored; these comprise gaining support and commitment, role ambiguity, role conflict, ethics, and professionalism. (Boxall and Purcell, 2003)

2.5.1 The basic roles

The roles of HR practitioners vary widely according to the extent to which they are generalist (e.g., HR director or HR manager), or specialist (e.g., head of learning and development, head of talent management, or head of reward), the level at which they work (strategic, executive or administrative) the needs of the organization, the context within which they work and their own capabilities. The role can be proactive, reactive or a mixture of both. At a strategic level, HR people take on a proactive role. (Armstrong, 2006)

Research conducted by Hoque and Moon, (2001) established that: ‘The growing number of specialists using the HR title are well qualified, are more likely to be involved in strategic decision making processes and are most likely to be found in workplaces within which sophisticated methods and techniques have been adopted.’ As such, they act as business partners, develop integrated HR strategies, intervene, innovate, and operate as internal consultants and volunteer guidance on matters concerning upholding core values, ethical principles and the achievement of consistency. They focus on business issues and working with line managers to deliver performance targets. In some situations they play a mainly reactive role. They spend much of their time doing what they are told or asked to do. They provide the administrative systems required by management. This is what Storey (1992a) refers to as the non-interventionary role, in which HR people merely provide a service to meet the demands of management and front line managers. The various roles are described in more detail below. (Storey, 1992)

2.5.2 Service provision

The basic role of HR specialists is that of providing services to internal customers. These include management, line managers, team leaders and employees. The services may be general, covering all aspects of HRM: human resource planning, recruitment and selection, employee development, employee reward, employee relations, health and safety management and welfare. Alternatively, services may only be provided in one or two of

these areas by specialists. The focus may be on the requirements of management (e.g., resourcing), or it may extend to all employees (e.g., health and safety). The aims are to provide effective services that meet the needs of the business, its management and its employees and to administer them efficiently. (Armstrong, 2006)

➤ **Guidance and advice**

To varying degrees, HR practitioners provide guidance and advice to management. At the highest level, this will include recommendations on HR strategies that have been developed by processes of analysis and diagnosis to address strategic issues arising from business needs and human, organizational or environmental factors. They will also provide advice on issues concerning culture change and approaches to the improvement of process capability the ability of the organization to get things done through people. Guidance will be given to managers to ensure that consistent decisions are made on such matters as performance ratings, pay increases and disciplinary actions. At all levels, guidance may be provided on HR policies and procedures and the implications of employment legislation. In the latter area, HR practitioners are concerned with compliance ensuring that legal requirements are met. (Armstrong, 2006)

2.5.3 The business partner role

HR practitioners as business partners share responsibility with their line management colleagues for the success of the enterprise and get involved with them in running the business. They must have the capacity to identify business opportunities, to see the broad picture and to understand how their HR role can help to achieve the company's business objectives.

As defined by Tyson (1985), HR professionals integrate their activities closely with management and ensure that they serve a long-term strategic purpose. This is one of the key roles assigned to HR by Ulrich (1998), who stated that HR should become a partner

with senior and line managers in strategy execution and that ‘HR executives should impel and guide serious discussion of how the company should be organized to carry out its strategy’. He suggested that HR should join forces with operating managers in systematically assessing the importance of any new initiatives they propose by asking: ‘Which ones are really aligned with strategy implementation? Which ones should receive immediate attention and which can wait? Which ones, in short, are truly linked to business results?’ But there is a danger of over-emphasizing the glamorous albeit necessary role of business or strategic partner at the expense of the service delivery aspect of the HR specialist’s role. As an HR specialist commented to Caldwell (2004): ‘My credibility depends on running an extremely efficient and cost-effective administrative machine... If I don’t get that right, and consistently, then you can forget about any big ideas.’ Another person interviewed during Caldwell’s research referred to personnel people as ‘reactive pragmatists’, a view that is in accord with reality in many organizations. (Caldwell, 2004)

2.5.4 The strategist role

As strategists, HR professionals address major long-term organizational issues concerning the management and development of people and the employment relationship. They are guided by the business plans of the organization but they also contribute to the formulation of those business plans. This is achieved by ensuring that top managers focus on the human resource implications of the plans. HR strategists persuade top managers that they must develop business strategies that make the best use of the core competences of the organization’s human resources. They emphasize, in the words of Hendry and Pettigrew (1986), that people are a strategic resource for the achievement of competitive advantage. Hendry and Pettigrew (1986)

2.5.5 The innovation and change agent role

In their proactive role, HR practitioners are well placed to observe and analyse what is happening in and to their organizations as it affects the employment of people, and intervene accordingly. Following this analysis, they produce diagnoses that identify opportunities and threats and the causes of problems. They propose innovations in the light of these diagnoses that may be concerned with organizational processes such as interaction between departments and people, teamwork, structural change and the impact of new technology and methods of working, or HR processes such as resourcing, employee development or reward. As innovators they have to be experts in change management. (Armstrong, 2006)

➤ Impression management

The danger, according to Marchington (1995a), is that HR people may go in for ‘impression management’ aiming to make an impact on senior managers and colleagues through publicizing high profile innovations. HR specialists who aim to draw attention to themselves simply by promoting the latest flavor of the month, irrespective of its relevance or practicality, are falling into the trap that Drucker (1955), anticipating Marchington by 40 years, described as follows: (Drucker, 1955),

The constant worry of all personnel administrators is their inability to prove that they are making a contribution to the enterprise. Their preoccupation is with the search for a ‘gimmick’ that will impress their management colleagues.

➤ The HR specialist as change agent

Caldwell (2001) categorizes HR change agents in four dimensions:

1. Transformational change – a major change that has a dramatic effect on HR policy and practice across the whole organization.

2. Incremental change – gradual adjustments of HR policy and practices that affect single activities or multiple functions.
3. HR vision – a set of values and beliefs that affirm the legitimacy of the HR function as strategic business partner.
4. HR expertise – the knowledge and skills that define the unique contribution the HR professional can make to effective people management.

Across these dimensions, the change agent roles that Caldwell suggests can be carried out by HR professionals are those of change champions, change adapters, change consultants and change synergists.

Gratton (2000) stresses the need for HR practitioners to: ‘Understand the state of the company, the extent of the embedding of processes and structures throughout the organization, and the behavior and attitudes of individual employees’. She believes that ‘The challenge is to implement the ideas’ and the solution is to ‘build a guiding coalition by involving line managers’, which means ‘creating issue-based cross functional action teams that will initially make recommendations and later move into action’. This approach ‘builds the capacity to change’. (Armstrong, 2006)

➤ **Guidelines for innovation and change**

The following are 10 guidelines for HR innovators and change agents:

1. Be clear on what has to be achieved and why.
2. Ensure that what you do fits the strategy, culture and circumstances of the organization.
3. Don’t follow fashion – do your own thing.
4. Keep it simple – over-complexity is a common reason for failure.
5. Don’t rush – it will take longer than you think.
6. Don’t try to do too much at once an incremental approach is generally best.

7. Assess resource requirements and costs.
8. Pay close attention to project planning and management.
9. Remember that the success of the innovation rests as much on the effectiveness of the process of implementation (line manager buy-in and skills are crucial) as it does on the quality of the concept, if not more so.
10. Pay close attention to change management – communicate, involve and train.

2.5.6 The internal consultancy role

As internal consultants, HR practitioners function like external management consultants, working alongside their colleagues, their clients, in analyzing problems, diagnosing issues and proposing solutions. They will be involved in the development of HR processes or systems and in ‘process consulting’. The latter deals with process areas such as organization, team building and objective setting. (Armstrong, 2006)

2.5.7 The monitoring role

As monitors of the application of HR policies and procedures and the extent to which the organization’s values relating to people management are upheld, HR practitioners have a delicate, indeed a difficult, role to play. They are not there to ‘police’ what line managers do but it is still necessary to ensure that the policies and procedures are implemented with a reasonable degree of consistency. This role as described by Storey (1992a) can mean that HR specialists can act as ‘regulators’ who are ‘managers of discontent’ involved in formulating and monitoring employment rules. The monitoring role is particularly important with regard to employment legislation. HR practitioners have to ensure that policies and procedures comply with the legislation and that they are implemented correctly by line managers. Although the tendency is to devolve more responsibility for HR matters to line managers, the latter cannot be given total freedom to flout company policy or to contravene the provisions of employment, equal opportunity and health and safety

legislation. A balance has to be struck between freedom, consistency and legal obligations. (Storey, 1992)

2.5.8 The guardian of values role

HR practitioners may act as the guardians of the organization's values concerning people. They point out when behavior conflicts with those values or where proposed actions would be inconsistent with them. In a sense, their roles require them to act as the 'conscience' of management a necessary role but not an easy one to play. (Armstrong, 2006)

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter is dedicated to research methodology of the study which contains, research design, target population, data sources and data collection method, and data analysis method.

3.1 Research design

This research is a descriptive research, and it adopted a descriptive research design. Data was systematically collected at a point in time, analyzed and presented to give a clear image of human resource planning practices and challenges in South West Academy. A descriptive research was used which helped to use both qualitative and quantitative data analysis and that is basically designed to find out the existing situation of a particular phenomenon of concern. This type of research is a systematic attempt to collect information from members of an identifiable population particularly, management of South West Academy. The descriptive survey is helps in telling what the situation is in a systematic manner; it involves collection of accurate data for the purpose of determining the current nature of the subject of study.

3.2 Target population

In the case of this study the management of South West Academy is used because of human resource planning and practices affects them directly. The 35 target populations of the organization were those individuals who were working in managerial position, one (1) managing director, ten (10) directors, and twenty four (24) unit leaders those who participated in human resource planning and practices. I choose purposely all of the management staff of Southwest Academy.

3.3 Methods of data collection and data collection tools

The researcher collected data's from two sources, namely primary and secondary data sources.

3.3.1 Primary Data Sources

The primary data were gathered from the response of subject of the study through questionnaire and interview. The questionnaires were distributed to eleven (11) directors and twenty four (24) unit leaders of South West Academy. The interview was prepared for one Principal Director and two directors of South West Academy.

3.3.2 Secondary Data Sources

Secondary data can be break into internal as well as external sources. Inner sources incorporate data that exists and were stored in the organization. External data refers to the data that were gathered by other individuals or associations from outer environment. In this study internal sources were sufficient and those were documents, journals, policy and procedures of South West Academy.

3.4 Data analysis method

The form of data analysis for this study is descriptive statistics which made use of frequency and percentages. The results of the analysis were presented in tables. Thirty five (35) questionnaires were completed during the research process were subjected to the editing process to ensure that the data collection procedure was performed properly and to eliminate questionnaires that did not comply with the criteria. Each completed questionnaire was inspected to determine whether it was usable and statistical package for social science (SPSS) was used to process the data for the analysis. While the interview was analyzed qualitatively in order to attain the objective of the study.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter concentrates on the findings of the study and its interpretation. The study has attempted to examine some general aspects of current state of human resource planning practices and challenges of Southwest Academy by gathering information from administrators of the organization through questionnaire and interview. The interview was conducted with principal director and directors which has the authority of evaluating and practicing of the human resource needs submitted by different section, department and division. The questionnaire was distributed to 35 management employees. In this research from the total of 35 target population the response rate is 100%.

4.1. Practices of HRP in Southwest Academy

The process of human resource planning activities according to three time horizons, human resource planning are described for three time horizons. These are: Short-term (up to one year), Intermediate-term (two to three years) and Long-term (more than three years). In short-term time horizon, demand and supply of human resources can be predicted with some certainty. Human resource objectives follow logically from consideration of any discrepancies between demand and supply. Salient questions in short-term human resource planning are what jobs need to be filled or vacated during the next 12 months? And how and where will we get people to fill those jobs? Therefore, the short-term objectives are often easy to state in quantifiable terms (Jackson and Schuler, 1990).

However the process of human resource planning activities of Southwest Academy was not fully scientific which means most of the time the organization did not predict human resource need, the plan was prepared during retirement, resignation, termination, death, disablement labor turnover were happened. Most of the time the organization replace positions without posting vacancies, it simply find employee through employee referrals

(Word of mouth recruiting) Current employees recommend their friends and relatives from outside the organization for hard-to-find job skills.

4.2. Analysis of Demographic Characteristics of Respondents

The survey on demographic characteristics of respondent organized by sex, age, year of experience and level of education of respondent. From the table 4.1, Out of the 35 respondents who answered the questionnaires, 29 respondents representing 82.9% were male and 6 respondents representing 17.1% were female. This implies that both groups were represented in the samples and In South West Academy management positions males were dominated.

The table 4.1 also presented the age of South West Academy management staff and the majority of management staff 45.7% falls in to the age category of 36 to 45 years. The group in the 25 to 35 year's old management staff constituted 34.3%. And the remaining 20 % falls in 46 to 59 years of age. This implies that many of management staff working in the academy were adult.

According to table 4.1 looks at the years of service of respondents in managerial position, 28.6% of the respondents have been in managerial position between 1-3 years; 40% of them have been on managerial position for 4-6 years; and 22.9% of the respondents have been in managerial position for 7-10 years. The majority of respondents 40% had 4 to 6 year of experience category. This implies that most South West Academy management staff were experienced at managerial positions. But they were not professionals by human resource management to prepare human resource planning.

It was shown in table 4.1 that 40% of the respondents have first degree the remaining had second degrees. This implies that majority of South West Academy management staff were second degree holders. Even though the majority of SWA management staff were second degree holder, no one has HR profession, they were not able to prepare well organized human resource plan.

Table 4.1: Demographic characteristics of respondents

Variables	Responses	Frequency	Percent
Sex of the Respondent	Male	29	82.9
	Female	6	17.1
	Total	35	100.0
Age of the Respondent	25-35	12	34.3
	36-45	16	45.7
	46-59	7	20.0
	Total	35	100.0
Service year of respondent	1-3	10	28.6
	4-6	14	40.0
	7-10	8	22.9
	Above 11	1	2.9
	Total	33	94.3
	Missing	2	5.7
	Total	35	100.0
Educational level of respondent	1st Degree (BA/BSc)	14	40.0
	2nd Degree (MA/MSc)	21	60.0
	Total	35	100.0

Source: Own survey (2017)

4.3. Satisfaction/Dissatisfaction of Management staff with HRP Practices in South West Academy

The management staff of all division were asked whether they have satisfied on the current human resource planning practices or not.

Table 4.2 show that 17.1% of the respondents were satisfied because there was no any major challenges in the practices of the human resource planning; 37.1% of them were fairly satisfied; 37.1% of the respondents were somehow satisfied, and 5.7% of them were not satisfied because there has not been enough motivation and measures to apply human resource planning.

The reasons for their level of satisfaction/dissatisfaction about human resource planning practice were: there was no human resource management department 11.4%; the right person at the right time and place missing 25.7%; lack of knowledge about human resource planning 25.7% and there were good practice about human resource planning preparation 17.1%. As a result of that, to minimize the dissatisfaction of practicing human resource planning the organization has to be in place human resource planning policy to the best practices in human resource planning.

Table 4.2: Management staff Satisfaction/Dissatisfaction with HRP Practices

Variables		Frequency	Percent
How do you rate your satisfaction/dissatisfaction with the HRP practice?	Not Satisfied	2	5.7
	Somewhat Satisfied	13	37.1
	Fairly Satisfied	13	37.1
	Satisfied	6	17.1
	Total	34	97.1
	Missing	1	2.9
	Total	35	100.0
What is your reason for your Satisfaction/dissatisfaction about HRP practice?	There is no HRM department	4	11.4
	Do not have the right person at the right time and position	9	25.7
	lack of knowledge about HRP	9	25.7
	There was good practice about HRP	6	17.1
	Total	28	80.0
	Missing	7	20.0
	Total	35	100.0

Source: Own survey (2017)

4.4 Major Challenges of HRP Practices in SWA

The analysis on challenges and its impact of human resource planning practices organized of challenges and its impact of human resource planning practices. From table 4.3, it is possible to infer the following facts. Whether they observed or experienced any constraints

and challenges hindering human resource planning in their department or section. 65.7% of the respondents said they faced; 34.3% of the respondents said they haven't faced any challenges or constraints that hindering human resource planning. This implies that most of the challenges of the human resource planning known by majority of management employees of South West Academy.

Out of the 23 respondents who answered the question on what were these challenges, the following challenges were identified: there were no HR department 17.4%; lack of qualified and experienced employees on human resource planning 52.2%; lack of budget, and owners interference on the process of human resource planning 26%. According to (Caldwell, 2001), HR expertise have the knowledge and skills that define the unique contribution the HR professional can make to effective people management. However based on the analysis the most challenges in SWA were absence of highly qualified and experienced employees on human resource planning.

According to table 4.3, it shows that 17.4% percent of the respondents said that the impact was very high; 74% said that the impact was high; and 8.7% of the respondents said that it was fair. This implies that majority of South West Academy management believe the impact was serious as result of human resource planning unable to implemented in a proper way.

Out of the 20 respondents who answered the question on the reason how do you rate the impact of these challenges on human resource planning in your department or section. 52.2% of respondent said that challenges were affect the overall activities of the organization; 17.4%, 17.4% of respondent said that there was high turnover and cannot get qualified candidates respectively. According to (Armstrong, 2009), to continue with plans for increasing the attractiveness of working for the organization by developing an employer brand and an employee value proposition, taking steps to reduce employee turnover and absenteeism, and increasing employment flexibility. So in South those challenges were affect the overall activities of the organization.

Table 4.3: Challenges of human resource planning practices in South West Academy

Variables		Frequency	Percent
Did you face any challenges hindering HRP in your department?	Yes	23	65.7
	No	12	34.3
	Total	35	100.0
What are Obstacles or Challenges of HRP?	There is no HR department	4	17.4
	Lack of qualified and experienced employees	12	52.2
	Lack of budget	3	13
	Owners interference	3	13
	Total	22	95.6
	Missing	1	4.3
	Total	23	100.0
How do you rate the Impact of challenges on HRP in your department?	Very high	4	17.4
	High	17	74
	Fair	2	8.7
	Total	23	100.0
What is your reason for your rating about impact of the challenges on HRP?	Affect the overall activities	12	52.2
	High turnover	4	17.4
	Cannot get qualified candidates	4	17.4
	Total	20	87
	Missing	3	13
	Total	23	100.0

Source: Own survey (2017)

4.5 Internal challenges contributing to the current practices of HRP in South West Academy

Concerning the level of knowledge about the present human resource policy of Southwest Academy related to human resource planning, this study made it clear that the sum of the respondents' response who were agreed and strongly agreed 34.3% that they have knowledge regarding the human resource planning process and policy, 28.8% of the respondents have no exposure or knowledge about the present human resource policy relating of human resource planning and 37.1% of the respondent were undecided about the knowledge or exposure they have about human resource policy pertaining with human resource planning. The role of the HR practitioner concerned with what HR professionals do and how they do it, bearing in mind the comment of Boxall and Purcell (2003) that 'HRM does not belong to HR specialists'. HRM belongs to line managers and the people they manage the stakeholders in people management. It starts with an analysis of the basic roles and activities of HR professionals and of the various models of these roles. A number of issues that affect the role of HR people are then explored; these comprise gaining support and commitment, role ambiguity, role conflict, ethics, and professionalism. But the finding implies that there is no clear awareness human resource policy in the organization.

According to the table 4.4, it shows 17.2% of the respondents said that they were agreed about having sound human resource policy. 11.4% of the respondents said that they didn't decide; the remaining 68.6% of the respondents said that they were disagreed as there was human resource planning policy. John Storey (1989) suggests that: 'the concept locates HRM policy formulation firmly at the strategic level and insists that a characteristic of HRM is its internally coherent approach'. But the finding implies that they knew there was not clear human resource planning policy in South West Academy.

Accordingly, Table 4.4 shows that 75% of respondents gave their responses that they haven't used HRIS when they were preparing the human resource plan; 11.4%

respondents didn't decide applying of HRIS when they were preparing human resource plan and 17.1% of respondents said that they were consuming HRIS data for human resource planning process. This implies that the result of poor availability of up to date and integrated human resource information system.

Furthermore one of the top management replied on their interview period that the company faced poor availability of up to date human resource information system and also unable to create awareness or providing a training for human resource planners. Still the organization do not have automated human resource information system, they use manual system. Tannenbaum (1990) defined an HRIS as any system that helps an organization to 'acquire, store, manipulate, analyses, retrieve and distribute information about an organization's human resources'.

However the organization did not have well organized HRIS that it very difficult to get updated information to prepared human resource planning.

48.5% of the respondents said that they agreed for the question that South West Academy actual HRP practice aligned with strategic business plan of the organization; 22.9% of respondents said they couldn't decide about the linkage of HRP with strategic business plan of the organization and 28.6% of respondents said they disagreed with the Academy actual HRP practice aligned with the strategic business plan.

As (Greer, 2003), defined the integration of business strategy and human resource strategy and planning is particularly important for long-range planning efforts. But in SWA there was not clearly established process or policy which can be known by most of the management of the organization and also can infer the organization has given attention for HRP alignment with strategic business plan of the organization but it needs more to work on that to integrate the two plans.

The principal manager's told to the researcher during the interview that as like huge organization Southwest Academy has also designed strategic business plan, human resource planning need were one of the strategic issues that must be addressed for the

company to achieve its objectives. The strategic business plan specifically on HRP part emphasizes more on strategies and objectives of skill and qualification upgrading of employees, institutionalizing sound human resource management system. The Academy strategic business plan has included human resource planning as one of the strategic issues, it is stated roughly and is not clearly defined. Even though the organization fulfilled human resource management in the organization structure, still the department did not active and clearly defined. So, HRP were not fully aligned with SBP. When the managers prepared human resource planning they partially considered the strategic business plan of organization. The human resource planning activities of Southwest academy was prepared by directors of each division. However they believe that, if the HR department was active, the problems that happened in the Academy will be solved.

Table 4.5 also shows that 62.9% of respondent, thy strongly agreed or agreed about lack of knowledge how to prepare human resource planning was one of the factors that affect human resource planning of South West Academy; 17.1% of respondent, they undecided lack of knowledge how to prepare human resource planning has impact on human resource planning practices and 20% of the respondents, believed that the knowledge how to prepare human resource planning of South West Academy at human resource planning practices was good. Caldwell (2001) states that the knowledge and skills that define the unique contribution the HR professional can make to effective people management. However in SWA there were lack of knowledge how to prepare human resource planning for organization managers when they were preparing human resource needs were factors for human resource planning practices.

In addition the top managements replied in the interview period that the organization observed or experienced the following determinant factors hindering human resource planning process: *Shortage of skill due to labor turnover*, in the Academy there was high labor turnover rate, i.e. many new appointments was takes place. Therefore high rate of turnover was affected their human resource planning. *The absence of computerize human*

resource information system also factors that affect human resource planning in southwest Academy. Therefore human resource planners could not find updated information when they were planned. *The lack of budget* was the most determinant factor of human resource planning, in addition to forming Human resource department some positions are demand sensitive and most of the teachers were not satisfied about their salary. They were not get money to fill those positions. Finally they believed that techniques used to overcome these problems were forming human resource department with automated system, it used to get updated information to prepare human resource planning. Directors also believed increasing budget and employee's salary was used to reduce turnover rate of their workers in the academy.

According to table 4.5 60% of respondent strongly agreed or agreed about unable to get strategic business planning during human resource planning preparation; 22.9% of respondents were undecided about unable to get strategic business planning during human resource planning preparation constraint for failure of human resource planning and 17.2% of respondent strongly disagreed and disagreed about unable to get strategic business planning during human resource planning preparation. This implies that unable to get strategic business planning during human resource planning preparation were the reason why human resource planning failures.

Table 4.4: Internal factors contributing to the current HRP practices of SWA

Items	Responses	Frequency	Percent
Do you have exposure or knowledge about the present HR policy of South West Academy relating to HRP?	Strongly Disagree	4	11.4
	Disagree	6	17.1
	Undecided	13	37.1
	Agree	5	14.3
	Strongly Agree	7	20.0
	Total	35	100.0
Southwest Academy possess sound HRP policy	Strongly Disagree	12	34.3
	Disagree	12	34.3
	Undecided	4	11.4
	Agree	3	8.6
	Strongly Agree	3	8.6
	Total	34	97.1
	Missing	1	2.9
	Total	35	100.0
South West Academy utilizes HRMIS for HRP	Strongly Disagree	8	22.9
	Disagree	17	48.6
	Undecided	4	11.4
	Agree	4	11.4
	Strongly Agree	2	5.7
	Total	35	100.0
South West Academy actual HRP practice aligned with Strategic business plan	Strongly Disagree	2	5.7
	Disagree	8	22.9
	Undecided	8	22.9
	Agree	13	37.1
	Strongly Agree	4	11.4
	Total	35	100.0

Lack of knowledge to prepare HRP	Strongly Disagree	3	8.6
	Disagree	4	11.4
	Undecided	6	17.1
	Agree	15	42.9
	Strongly Agree	7	20.0
	Total	35	100.0
Unable to know information about strategic business plan	Strongly Disagree	1	2.9
	Disagree	5	14.3
	Undecided	8	22.9
	Agree	12	34.3
	Strongly Agree	9	25.7
	Total	35	100.0

Source: Survey data (2017)

4.6 External factors which affect HRP

Table 4.5 shows that 57.2% of the respondents, they strongly agreed and agreed technological development and change had influence at human resource planning practice; 25.7% of respondents, they said that they undecided about technological development and change effect on human resource planning practices at South West Academy and 17.2% of the respondents, they didn't believe technological development and change has influence at human resource planning practice. This has a result considerable number of management staffs accepted technological development and change have a constraint for implementation of HRP process. As the CIPD (2005b) pointed out, integration of the HR system with IT systems in the wider organization so that they can 'talk to one another' will aid human capital reporting, comply with supply-chain partner requirements, improve profitability, reduce headcount and deliver against economic criteria. Table 4.5 also shows that 20% of the respondents, they strongly agreed or agreed government policy had influence at human resource planning practice; 34.3% of respondents, they said that they undecided about government policy at human resource

planning practices at South West Academy and 45% of the respondents, they didn't believe government policy has influence at human resource planning practice. This has a result considerable number of management staffs not accepted government policy has been a constraint for implementation of human resource planning.

Table 4.5: External factors which affect HRP

Variables	Responses	Frequency	Percent
Lack of technological development and change	Strongly Disagree	1	2.9
	Disagree	5	14.3
	Undecided	9	25.7
	Agree	17	48.6
	Strongly Agree	3	8.6
	Total	35	100.0
Government policy	Strongly Disagree	10	28.6
	Disagree	6	17.1
	Undecided	12	34.3
	Agree	6	17.1
	Strongly Agree	1	2.9
	Total	35	100.0

Source: Own survey (2017)

4.7 Opinion of respondents to overcome the challenges

Table 4.6 shows that 68.6% of respondent, they recommend that forming human resource department was a better solution to overcome these problems; 5.7% of respondent believed that sharing experience with similar organization was important to solve the problems; 5.7% of respondent believed in setting the right person at the right time and at the right position was enough to solve the problems and 5.7% of respondents did not have ideas to overcome the problems. According to (Armstrong, 2009) definition the overall purpose of

human resource management is to ensure that the organization is able to achieve success through people. HRM aims to increase organizational effectiveness and capability the capacity of an organization to achieve its goals by making the best use of the resources available to it. And also Southwest academy management staff were recommend forming human resource department was a better solution to overcome these problems.

Table 4.6: Opinion of respondents to overcome the problem

Variables	Frequency	Percent
Forming HRM department	24	68.6
Sharing experience with similar organization	2	5.7
Setting the right person at the right time and place	2	5.7
I have no idea	2	5.7
Total	30	85.7
Missing System	5	14.3
Total	35	100.0

Source: Own survey (2017)

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Summary of findings

This study was conducted for the purpose of to assess the practices and challenges of human resource planning in south west academy. The descriptive method of research was utilized and the primary and secondary data collection technique was used for gathering data. The questionnaire and interview served as the instrument for collecting data. Questionnaires were administrated to 35 management staff of Southwest Academy as well as interview was conducted to one principal director and two directors. The inquiry was conducted during the School year 2016/17.

The finding of the study specified that human resource planning in Southwest Academy management staff how they perceived, their knowledge towards human resource planning and level of satisfaction on the human resource planning practices. Moreover, the findings indicated that the linkage of human resource planning of Southwest academy with the strategic business plan, the human resource planning helps implanting strategic business plans and also provides input to strategy formulation. In addition, the study came up with some of the major challenges that possibly obstructed the efficiency and effectiveness of human resource planning practice in Southwest academy, and there were lack of integration linkage between human resources planning with strategic business plan, absence of human resource department, lack of automated human resource information system of the Academy.

5.2. Conclusion

This study was to survey assessment of the practices and challenges of human resource planning in south west academy. Caldwell (2001) states that the knowledge and skills that define the unique contribution the HR professional can make to effective people management. But the results of this study tells that most of Southwest Academy

management staff didn't have sufficient knowledge on human resource planning, thus it was not well practiced by human resource planners. Without having well organized human resource plan students will not be high perform.

(Armstrong, 2009) definition the overall purpose of human resource management is to ensure that the organization is able to achieve success through people. But the Academy didn't have human resource management division, without human resource division the organization will not achieve its objective.

Tannenbaum (1990) defined an HRIS as any system that helps an organization to 'acquire, store, manipulate, analyses, retrieve and distribute information about an organization's human resources'. But the practice didn't have well organized human resource information system, without well-organized HRIS, the Academy will not get the right person at the right time and position

As (Greer, 2003), defined the integration of business strategy and human resource strategy and planning is particularly important for long-range planning efforts. But the study tells that human resource planning was not fully aligned with the strategic business plan in South West Academy. It also showed that the Academy majority management staff have no awareness about the human resource planning policy. If the human resource planning of Southwest Academy is not aligned with its strategic plan, the organization will not be achieve its goal. Moreover, the study concerned on the response for human resource planning, how it is carried out, management responsible for human resource planning as well as the challenges of Southwest Academy practices. Finally, the findings indicated that the existing human resource plans weren't integrated into an overall strategy of the Southwest Academy and design appropriate means of avoiding these critical problems which have great impact in the outcome of human resource planning practice which has a significant contribution to achieve the overall strategic business plan of the Academy.

5.3. Recommendations

This part of the study goes to offer some possible resolutions to be taken by Southwest Academy so as to improve the deficient parts in its practice and challenges of human resource planning.

- Aligning human resource planning with strategic business planning has major role in successful achieving of the organization objectives. Therefore, the strategic business plan can only be realized when the right people are at the right times and at right position to do the right things. Southwest Academy should give attention to the integration of human resource planning with Strategic business plan during the plans have prepared. To construct viable plans, organization strategists need information on the availability of employees; to forecast requirements and availability of personnel; human resource planners need information on anticipated expansions or contractions of the organization.
- The absence of human resource management division also one of the serious problem to prepared human resource plan, Southwest Academy should give attention additional budget to form human resource management department to handle many necessary functions of the business. It instrumental in providing *labor law compliance, recruitment and training, record keeping, employee relational assistance and help handling specific employee performance* issues. These functions are critical because without those functions being completed, the organization would not be able to meet the essential needs of management and staff.
- One of the problems that Southwest academy faced in carrying out its human resource planning practice was absence of computerized human resource information system. Manual system is not feasible to maintain records and qualifications for large number of employees. South West Academy shall be better to give attention and priority for computerize human resource information system

in such a way that information will be provided in a timely manner to help make human resource decisions.

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APPENDIX 1: QUESTIONNAIRE
ST. MARY’S UNIVERSITY
SCHOOL OF GRADUATES STUDY
DEPARTMENT OF GENERAL MBA

This questionnaire is prepared for administrators of South West Academy. And designed to collect information on “**human resource planning practices and challenges of South West Academy.**” Since the questionnaire is for research purpose, your genuine responses have great importance for the successful completion of the study. Hence your short, precise and honest response is highly appreciated. The response generated from this research will be kept confidential. Thus, your valuable response is highly helpful in the preparation and understanding of the tittle under the study.

To Contact with the researcher please use the following Address:

Mamaru Aynalem: Mobile: - +251911728611

Email: asfamilymambu21@gmail.com

Thank you in advance for your cooperation.

Mamaru Aynalem Fekadu: Candidate of MS Degree in General MBA

Direction:

- ✓ It is not necessary to write your name in the questionnaire.
- ✓ Please select your best choice for questions requiring optional response by putting this mark on each the box provided.
- ✓ For questions that require your further opinion, please respond clearly and faithfully
N.B: Rating Scale (Strongly Agree=5, Agree=4, Undecided=3, Disagree=2, Strongly Disagree =1)

I. Personal Information.

1. Sex 1=Male 2=Female

2. Age _____ year

3. Years of service on your current positions _____ year

4. Educational level:

1= 10+3(Diploma) 2=1st Degree (BA/BSc) 3=2nd Degree (MA/MSc)

4=PhD

II. Information Related to Human Resource Planning practices and challenges

5. How do you rate your satisfaction/dissatisfaction with the human resource planning practices?

5= Very satisfied

4= Satisfied

3= Fairly Satisfied

2= somewhat satisfied

1= Not satisfied

6. Give reason for your rating

Please indicate your level of agreement or disagreement with regard to human resource planning and management practices of your organization and linkage with strategic business plan by using the rate scale provided.

Strongly Agree=5, Agree=4, Undecided=3, Disagree=2, Strongly Disagree =1

NO.	Question Items	5	4	3	2	1
7	Do you have exposure or knowledge about the present human resource policy of South West Academy relating to human resource planning?					
8	South West Academy possess sound human resource planning policy.					
9	South West Academy utilizes human resource management information system (HRMIS) for human resource planning					
10	South West Academy actual human resource planning practice aligned with the strategic business plan					

11. Did you face any challenges hindering human resource planning in your department or section? 1=Yes 2=No

12. If yes, what are these obstacles or challenges?

13. How do you rate the impact of these challenges on human resource planning in your department or section?

1= Very high

2= High

3= Fair

4= Low

5= Very low

14. Give reasons for your answer

Please indicate your level of agreement or disagreement with regard to factors that affect human resource planning in South West Academy

Strongly Agree=5, Agree=4, Undecided=3, Disagree=2, Strongly Disagree =1

No.	Question Item	5	4	3	2	1
15	Lack of knowledge how to prepare human resource planning					
16	Unable to know or get data or information about strategic business plan of South West Academy during HRP preparation					
17	Lack of technological development and change					
18	Government policy					

19. What recommendations would you give to improve the practice of human resource planning in South West Academy?

20. What recommendations would you make to address the obstacles or challenges hindering human resource planning in South West Academy?

Thank You for Your Cooperation!!!

APPENDIX 2: INTERVIEW QUESTIONS

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATES STUDY

DEPARTMENT OF GENERAL MBA

1. What do you know about strategic business plan and human resource planning?

2. Do you consider strategic business plan of South West Academy while you are preparing human resource planning?

3. How do you use the HRIS (HRMIS) for human resource planning?

4. What are the most frequently recurring problems you encounter in human resource planning?

5. Do you observe or experience any determinants factors hindering human resource planning process in South West Academy? What are the techniques used to overcome these problems?

6. What recommendations would you give to improve the practice of human resource planning in South West Academy?

Thank You for Your Cooperation!!!