



**ST. MARY'S UNIVERSITY
FACULTY OF BUSINESS
DEPARTMENT OF MANAGMENT**

**ANASSESSMENT OF HUMAN RESOURCE PLANNING
IN THE CASE OF
JAPAN INTERNATIONAL COOPERATION AGENCY**

**BY:
GELILA TESFAYE**

**JUNE 2014
SMU
ADDIS ABABA**

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IN THE CASE OF JAPAN INTERNATIONAL
COOPERATION AGENCY**

**A SENIOR ESSAY SUBMITTED TO THE
DEPARTMENT OF MANAGEMENT
BUSINESS FACULTY
ST. MARY'S UNIVERSITY**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF BACHELOR OF ARTS IN
MANAGEMENT**

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APPROVED BY THE COMMITTEE OF EXAMINERS

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Department Head	Signature
_____	_____
Advisor	Signature
_____	_____
Internal Examiner	Signature
_____	_____
External Examiner	Signature

ACKNOWLEDGEMENT

First and foremost thank God for the wisdom and perseverance that he has been bestowed upon me during this research project, and indeed, throughout my life: "I can do everything through him who gives me strength.

I would like to thank my advisor Ato HabteZeberga for his most support and encouragement. He kindly read my paper and offered invaluable detailed advices on grammar, organization, and the theme of the paper.

I would also like to extend my appreciation to my mother Asnakech and my father Tesfaye; I can barely find the words to express all the wisdom, love and support you've given me. You are my #1 admirer and for that I am eternally grateful. If I am blessed to live long enough, I hope I will be as good like both of you. I Love You!!

To my husband John, what can I say? You are one of the main reasons that it was GREAT! I am so thankful that I have you in my corner pushing me when I am ready to give up. All the good that comes from this paper I look forward to sharing with you! You are my Buddy and my Hero! Thanks for not just believing, but knowing that I could do this! I Love You Always & Forever!

To my daughter, Raey: You are the best thing that I have ever done in my life! You welcomed me into motherhood and I am so grateful for you. You are the one person in this world I would give my life for. The hard work that went into making this paper a reality is like our baby "All Because of You"! You gave me something to work for. A better life for you than I had is all I want. Mommy loves you more than you will ever know and my poetry is proof of the beauty I see whenever I look into your eyes! Know This.

A special thanks to my lovely brothers (Dere, Gecho and Alex) lovely sisters (Hirut, Birhane, Nigist and woini) for their unconditional support, both financially and emotionally throughout my degree. My younger sister Martha (Reecho) thanks "you know it why?" Love you. My sisters children "ALL" for their love and affection.

Last but not least, I also give my thanks to all employees of JICA who provide me the necessary information for the completion of this paper work. My all friends, my all colleagues specially Ato Serbessa and my pervious boss Mr. Theo. The product of this research paper would not be possible without all of them.

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

According to Aswathappa k, (2002:53) Human Resource Planning (HRP) is understood as the process of forecasting an organization's future demand for, and supply of, the right type of people in the right number. It is only after this process that the Human Resource Management department can initiate the recruitment and selection process. HRP is a sub-system in the total organizational planning. Organizational planning includes managerial activities that set the company's objectives for the future and determine the appropriate means for achieving objectives. HRP facilitates the realization of the company's objectives by providing the right type and the right number of personnel. HRP, then, is like materials planning that estimates the type and quantity of the materials and supplies needed to facilitate the manufacturing activities of the organization. HRP is variously called manpower planning, personnel planning or employment planning.

HRP includes the estimation of how many qualified people are necessary to carry out the assigned activities, how many people will be available, and what, if anything, must be done to ensure that personnel supply equals personnel demand at the appropriate point in the future.

HRP planning is the process by which an organization ensures that it has the right number and kind of people, at the right place, at the right time, and at the same time, enables to have those who are capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives. HRP translates the organization's objectives and plans into the number of workers needed to meet those objectives.

Without a clear-cut planning, estimation of an organization's human resource need is reduced to mere guesswork.

According to JICA profile (2012: 6) Japan International Cooperation Agency (JICA) executing agency for technical and economic cooperation for the government of Japan, was established on August 1974.

Currently, JICA has 76 employees working for the company in Ethiopia. The company supports developing countries as the executing agency of Japanese Official Development Assistance (ODA). In accordance with its vision of "Inclusive and Dynamic development", JICA supports the resolution of issues of developing countries by using the most suitable tools of various assistance methods including JICA volunteer program and combined regional, country, and issue -oriented approach. Now JICA works in over 150 countries and regions and has some 100 overseas offices.

The main activities of JICA in Ethiopia is to give technical training to Ethiopian nationals in Japan, Dispatch of Japanese experts and Japan overseas cooperation volunteers (JOCV) to Ethiopia, Dispatch of Japanese teams to Ethiopia to conduct surveys of economic and social development projects underway by the government of Ethiopia, Provision of equipment, machinery and materials to the government of Ethiopia and Activities necessary to promote the execution of Japanese grant aid to the government of Ethiopia.

1.2. Statement of the Problem

According to John M. (2003: 135) Human Resource planning is both a process and a set of plans. It is how organizations assess the future supply of and demand for human resource. In addition, an effective HR plan also provides mechanisms to eliminate any gaps that may exist between supply and demand.

Thus, HR planning determines the numbers and types of employees to be recruited into the organization or phased out of it. Dynamic by nature, the HR planning process often requires periodic readjustments as labor market conditions change.

According to information gathered through informal communication at JICA Ethiopia, it was possible to observe that some problems exist on the area of human resource planning and its management of the company.

1.3 Research Questions

1. How does the company's human resource planning looks like?
2. What factors are taken into consideration for the company human resource planning?
3. To what extent the human resource planning enables the company to achieve its goals?
4. What are the major problems related to the company human resource planning?

1.4. Objectives of the Study

1.4.1. General Objective

The general objective of the study is to assess the human resource planning practice of Japan International Cooperation Agency.

1.4.2. Specific Objective

Specifically this research has tried to achieve the following specific objective;

- To assess the company's human resource planning overall condition.
- To identify factors affecting the company human resource planning.
- To assess the main problems related to the human resource planning of the company.

1.5. Delimitation of the Study

This study is delimited human resource planning in the case of JICA Even; the company has branches at different places the study was conducted in Addis Ababa head office. This was selected based on its appropriateness to achieve the object of study and also to get adequate information from employees. Furthermore, the researcher gathered information from November 2010- August 2013. This period was selected because of its nearness and availability of data.

1.6. Significance of the Study

This study has a significant role for the company

- By identifying the best and effective human resource planning.
- It enables to identify those factors which are associated with this planning process influencing its application and which should be taken in to consideration in the company's future planning endeavor.
- The result of this study will give a good experience for the student researcher and
- It could also be used as a reference for other upcoming students.

1.7. Research Design and Methodology

1.7.1. Research Design

To achieve at the general objectives and address questions of the study, the researcher used descriptive research design because it enables the researcher to clarify the findings under this study.

1.7.2. Population and Sampling Technique

The population of this study was employee of JICA Ethiopia. The sampling technique for this research is Stratified Random Sampling Technique because every division of the population will get a better representation. The size of population is 76 (Seventy Six) employees which include 27 employees from general service department, 6 employees from It department, 11 employees from procurement department, 12 employees from human resource department and 20 employees from finance department. Out of this 38 (Thirty Eight) employees were selected by using systematic sampling. Individuals are chosen at regular intervals from the sampling frame. Randomly select a number from where to start selecting individuals from the list. Systematic sample were selected from 76 employees the sample size was 38.

Table 1.1 Number of Sample of Employee

No	Department	Population	Percentage	Total Sampling
1	General Service	27	50%	14
2	IT Department	6	50%	3
3	Procurement Department	11	50%	5
4	Human Resource Management Department	12	50%	6
5	Finance Department	20	50%	10
Total		76		38

Source; Japan International Cooperation Agency Employee Record

1.7.3 Type of Data collected

The study uses both primary and secondary sources to collect the necessary data. The primary data has been collected by distributing questionnaires to employees of the company and organizing interview questions to managers. Also secondary data has been obtained from the human resource planning of the company annual plan, relevant books, internet and other documents.

1.7.4. Method of Data Collection

A data collection method of this research has been undertaken through questionnaires, interview, company annual plan and brochures of JICA Ethiopia. Quick

1.7.5. Data Analysis Methods

To analyze the data collected through questionnaire and interview was presented in tabulation, the student researcher had analyzed and interpreted the data collected through percentage.

1.8. Organization of the Study

The study is organized in four chapters; the first chapter gives an introduction which includes: background of the study, statement of the problem, basic research questions, objective of the study, significance of the study, scope of the study, research design and methodology and organization of the study. The second chapter deals with review of related literature. The third chapter deals with data presentation, analysis and interpretation finally; the summary conclusions and recommendations are presented as fourth Chapter.

CHAPTER TWO REVIEW OF RELATED LITERATURE

2.1. Human Resource Planning

According to Michael V.P. (2002: 129) personnel function has undergone tremendous change in the recent past. An integrated approach to personnel function, which resultantly emerged, has opened up new challenges to managers for a stupendous task of planning in advance for managing their human resources effectively. Human resources planning determine the human resource needs of the whole enterprise and its every department for a given future period for the various operations envisaged in connection with the accomplishment of the organizational objectives and departmental goals.

According to William J. and Kazanas H.C. (2003: 2) Human Resources planning focus on analyzing an organization's HR needs as the organization's conditions change, and then supplying strategies to help respond proactively to those changes over time. HRP helps ensure that the right numbers of the right kinds of people are available at the right times and in the right places to translate organizational plans into reality. This process becomes *strategic* when some attempt is made to *anticipate* long-term HR "supplies and demands" relative to changing conditions facing the organization, and then to use HR department programs in an effort to meet these identified HR needs.

According to Khanka S.S. (2003: 27) HRP is a process of striking balance between human resources required and acquired in an organization. In other words, HRP is a process by which an organization determines how it should acquire its desired manpower to achieve the organizational goals. Thus, HRP helps an organization have the right number and kind of people at the right places and right times to successfully achieve its overall objectives.

Geister opinions, as cited in Mirza S. Saiyadain (2003: 52) "HRP is the process-including forecasting, developing and controlling-by which a firm ensures that it

has the right number of people and the right kind of people at the right places at the right time doing work for which they are economically most useful."

HRP could be seen as a process, consisting of the following series of activities:

- A. Forecasting future personnel requirements:** either in terms of mathematical projections of trends in the economy and developments in the industry or of judgments and estimates based upon specific future plans of the company
- B. Inventorying:** Present manpower resources and analyzing the degree to which these resources are employed optimally.
- C. Anticipating Manpower Problems:** by projecting present resources into the future and comparing them with the forecast of requirements, to determine their adequacy, both quantitatively and qualitatively.
- D. Planning the Necessary Programmes** of recruitment, selection, training, employment, utilization, transfer, promotion, development, motivation and compensation so that future manpower requirements will be duly met.

2.2. Importance of HRP

According to Aswathappa k. (2002: 54) In order to highlight the importance of HRP, we outline its role on the following lines:

2.2.1. Future Personnel Needs

Planning is significant as it helps determine future personnel needs. Surplus or deficiency in staff strength is the result of the absence of or defective planning. All public sector enterprises find themselves overstaffed now as they never had any planning of their personnel requirements. They went on a hiring spree up to the late 1980s. Since then, recruitment and selection have been almost banned, but the outlaw came too late.

2.2.2. Coping with change

HRP enables an enterprise to cope with changes in competitive forces,

markets, technology, products, and government regulations. Such changes generate changes in job content, skill demands, and number and type of personnel. Shortage of people may be noticed in some areas while surplus in other areas may occur. (Aswathappa k. (2002: 54)

2.2.3. Creating Highly Talented Personnel

Jobs are becoming highly intellectual and incumbents are getting vastly professionalized. An engineering giant has MBAs, engineers and technicians who collectively constitute 70 percent of the total employee strength. The HR manager must use his or her ingenuity to attract and retain qualified and skilled personnel.

These people are known for job hopping, thereby creating frequent shortages in the organization. Manpower planning helps prevent such shortages. Furthermore, technology changes will often upgrade some jobs and degrade others.

Another facet of the high-talent personnel is management succession planning. Who will replace the retiring chief executive? From what pool of people will top executives be selected and how will these individuals be groomed for their increased responsibilities? HRP is an answer to these and other related questions.

2.2.4. Protection of Weaker Sections

In matters of employment and promotions, sufficient representation needs to be given, physically handicapped, children of the socially and politically oppressed and backward-class citizens. These groups enjoy a given percentage of jobs, notwithstanding the constitutional provision which guarantees equal opportunities for all. A well-conceived personnel planning programme would protect the interests of such groups.

2.2.5. International Strategies

International expansion strategies depend upon HRP. The department's

ability to fill key jobs with foreign nationals and the re-assignment of employees from within or across national borders is a major challenge facing international businesses. With the growing trend towards global operation, the need for HRP will grow, as well as the need to integrate HRP more closely into the organization's strategic plans. HRP will grow increasingly important as the process of meeting staffing needs from foreign countries and the attendant cultural, language, and developmental considerations grow complex. Without effective HRP and subsequent attention to employee recruitment, selection, placement, development and career planning, the growing competition for foreign executives may lead to expensive and strategically-disruptive turnover among key decision makers.

2.2.6. Foundation for Personnel Functions

Manpower planning provides essential information for designing and implementing personnel functions, such as recruitment, selection, personnel movement (transfers, promotions, layoffs) and training and development.

2.2.7. Increasing Investments in Human Resources

Another compelling reason for HRP is the investment an organization makes in its human resources. Human assets, as opposed to physical assets, can increase in value. An employee who gradually develops his/her skills and abilities becomes a more valuable resource. Because an organization makes investments in its personnel either through direct training or job assignments, it is important that employees are used effectively throughout their careers.

An increasing number of executives are acknowledging that the quality of the workforce can be responsible for significant differences in short-run

and long-run performances.

2.2.8. Resistance to Change and Move

There is a growing resistance among employees to change and move. There is also a growing emphasis on self-evaluation and on evaluation of loyalty and dedication to the organization. All these change are making it more difficult for the organization to assume that it can move its employees around anywhere and anytime it wants, thus increasing the importance and necessity of planning ahead.

2.2.9. Other Benefits

Following are other potential benefits of HRP:

1. Upper management has a better view of the HR dimensions of business decision.
2. Personnel costs may be less because the management can anticipate imbalances before they become unmanageable and expensive.
3. More time is provided to locate talent.
4. Better opportunities exist to include women and minority groups in future growth plans.
5. Better planning of assignments to develop managers can be done.
6. Major and successful demands on local labor markets can be made.

2.3. Effective Human Resource planning

According to Bernardin H. John (2003: 83) Effective HRP closes the gap from the current situation to a desired state of affairs in the context of the organization's strategy. Effective HRP should involve (a) environmental scanning (b) labor analysis (c) supply analysis (d) gap analysis (e) action programming and (6) evaluation. Let us examine each of these below.

- 2.3.1. **Environmental Scanning:** Identify and anticipate sources of threats and opportunities, scanning the external environment (competitors, regulation) and internal environmental (strategy, technology, culture).

2.3.2. **Labor demand forecast:** Project how business needs will affect HR needs, using qualitative methods (e.g. Delphi, nominal) and quantitative methods (trend analysis, simple and multiple linear regression analysis).

2.3.3. **Labor Supply forecast:** project resource availability from internal and external sources.

2.3.4. **Gap analysis:** reconcile the forecast of labor supply and demand.

2.3.5. **Action programming:** Implement the recommended solution from step 4.

2.3.6. **Control and Evolution:** monitor the effects of the HRP by defining and measuring critical criteria.

2.4. Objectives of HRP

According to Khanka S.S. (2003: 29) main objective of having human resource planning is to have an accurate number of employees required, with matching skill requirements to accomplish organizational goals. In other words, the objectives of human resource planning are to:

- Ensure adequate supply of manpower as and when required.
- Ensure proper use of existing human resources in the organization.
- Forecast future requirements of human resources with different levels of skills.
- Assess surplus or shortage, if any, of human resources available over a specified period of time.
- Anticipate the impact of technology on jobs and requirements for human resources.
- Control the human resources already deployed in the organization.
- Provide lead time available to select and train the required additional human resource over a specified time period.

2.5. THE NEED FOR HRP

According to Khanka S.S. (2003: 30) the need for human resource planning in organization is realized for the following reasons:

- Despite growing unemployment, there has been shortage of human resources with required skills, qualification and capabilities to carry on works. Hence the need for human resource planning.
- Large number of employees who retire, die, leave organizations, or become incapacitated because of Physical or mental ailments, need to be replaced by the new employees. Human resource planning ensures smooth supply of workers without interruption.
- Human resource planning is also essential in the face of marked rise in workforce turnover which is Unavoidable and even beneficial. Voluntary quits, discharges, marriages, promotions and seasonal fluctuations in business are the examples of factors leading to workforce turnover in organizations. These cause a constant ebb and flow in the work force in many Organizations.
- Technological changes and globalization usher in change in the method of products and distribution of production and services and in management techniques. These changes may also require a change in the skills of employees, as well as change in the number of employees required. It is human resource planning that enables organizations to cope with such changes.
- Human resource planning is also needed in order to meet the needs of expansion and diversification programmes of an organization.
- The need for human resource planning is also felt in order to identify areas of surplus personnel or areas in which there is shortage of personnel. Then, in case of surplus personnel, it can be redeployed in other areas of organization. Conversely, in case of shortage of personnel, it can be made good by downsizing the work force.

2.6. Levels of Human Resource Planning

Human resource planning is useful at different levels:

- **At the National Level:** Human resource planning by Government at the national level covers population projections, programme of economic

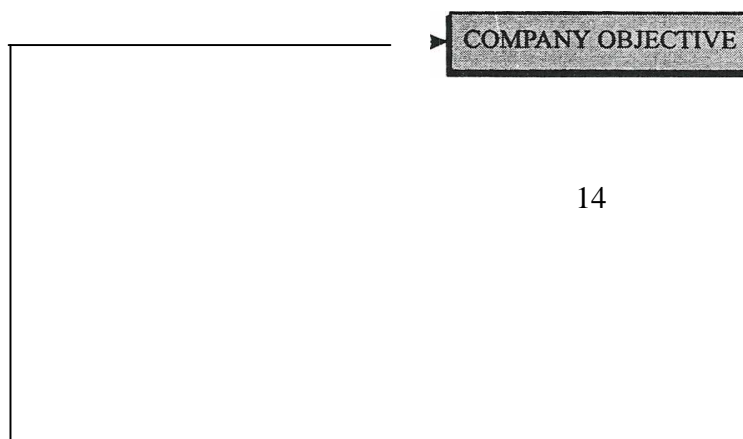
development, educational and health facilities, occupational distribution and growth, mobility of personnel across industries and geographical regions.

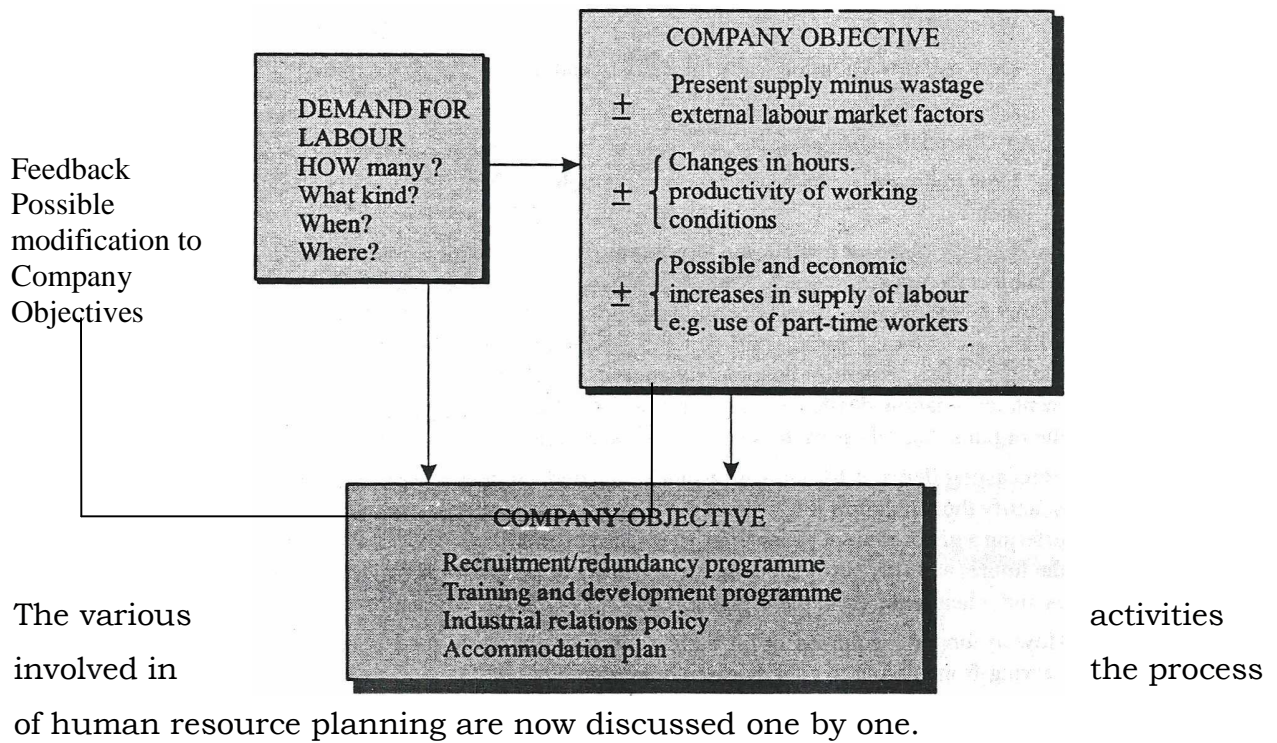
- **At the Sector Level:** This would cover manpower requirements of the agricultural sector, industrial sector and service sector.
- **At the Industry Level:** This would forecast manpower need for specific industries, such as engineering, heavy industries, textile industries; plantation industries, etc.
- **At the Level of Industrial Unit:** It relates to the manpower needs of a particular enterprise.

2.7. HUMAN RESOURCE PLANNING PROCESS

How to have the right number of people with right skills at right times? The process of human resource planning helps in this regard. The human resource planning process consists of activities relating to future demand for and supply of manpower and matching the two in the context of overall organizational plans and objectives. Khanka S.S. (2003: 35)

Fig.1. The Human Resources Planning Process





2.7.1. Analyzing Organizational Plans and Objectives

The process of human resource planning begins with analyzing the overall plans and objectives of organization. The reason being the human resource plans stem from business plans. Analysis of business plans into sub-sectional and functional plans such as technology, production, fiancé, marketing, expansion and diversification provides for assessing the human resource requirements for each activity in each section and department.

Similarly, the analysis of organizational objectives also provides for human resources required by an organization. For example, if the objective of the organization is rapid growth and expansion, it would

require more human resources for its all functional areas. Thus, it is evident that the human resource planning needs to be made in accordance to the overall organizational plans and objectives.

2.7.2. Analyzing Objectives of Human Resource Planning

The main purpose of human resource planning is matching employee's abilities to enterprise requirements, with an emphasis on future instead of present arrangements. According to Sikula, "the ultimate mission or purpose of human resource planning is to relate future human resources to future enterprise need so as to maximize the future return on investment in human resources". For this, managers need to specify the objectives of human resource planning with regard to the utilization of human resources in the organization. While developing specific objectives of human resource planning, certain questions need to be addressed like:

- Whether the vacancies, as and when these arise, will be filled in by promotion, transfer or from external sources?
- What will be the selection procedure?
- How will provisions be made for training and development employees?
- How to restructure job positions, i.e., how to abolish the old or boring jobs and replace these by the challenging ones?
- How to downsize the organization in the light of changing business and industrial environment?

2.7.3. Forecasting Demand for Human Resources: The demand for human resources in an organization is subject to vary from time to time, depending upon both external and internal factors. External factors include competition, economic and political climate, technological changes, government policy, etc. Among the internal factors include growth and expansion, design and structural changes, management philosophy, change in leadership style, employee's resignation, retirement, termination, death, etc. Therefore, while forecasting future demand for human resources in

the organization, these factors need to be taken into consideration. Forecasting demand for human resources is good for several reasons" because it can help: (i) quantify the number of jobs required at a given time for producing a given number of goods, or offering a given amount of services. (ii) Ascertain a staff-mix needed at different points of time in the future, and (iii) ensure adequate availability of people with varying qualifications and skills as and when required in the organization.

How to forecast requirement for human resources in the future? There are various techniques varying from simple to sophisticated ones employed in human resource forecasting. These include:

- Management Judgment
- Work-Study Method
- Ratio-Trend Analysis
- Delphi Technique
- Flow Models

These are described one by one:

- **Management Judgment:** This technique is very simple and time-saving. Under this technique: either a 'bottom-up' or a 'top-down' approach is employed for forecasting future human resource requirement of an organization. In case of bottom-up approach, line managers prepare departmental requirements for human resource and submit it to the top managers for their review and consideration. In the 'top-down' approach, the top managers prepare the departmental forecasts which are reviewed with the departmental heads or managers. However, neither of these approaches is accurate. Forecasts based on these approaches suffer from subjectivity. This technique is suitable only for small firms or in those organizations where sufficient data- base is not readily available.
- **Work-Study Method:** This method can be used when it is possible to measure work and set standards and where job methods do not change frequently. In this method, as used by Fredrick Winslow Taylor? In his 'Scientific Management', time and motion study are used to ascertain

standard time for doing a standard work. Based on this, the number of workers required to do standard work is worked out.

- **Ratio- Trend Analysis:** This is one of the quickest forecasting techniques. Under this method, forecasting for future human resource requirements is made on the basis of time series data. In other words, this technique involves studying past ratios (e.g., total output/ number of workers, total sales volume number of sales persons, direct workers, is made for indirect workers) and, based on these, forecasting is made for future ratios. While calculating future ratios, allowances can be made for expected changes in organization, methods and jobs. The demand for human resources is calculated on the basis of established ratios between two variables.
- **Delphi Technique:** Delphi technique is named after the ancient Greek oracle at the city Delphi. This is one of the judgmental methods of forecasting human resource needs. It is a more complex and time-consuming technique which does not allow group member's to meet face-to-face. Therefore, it does not require the physical presence of the group members. The following steps characterize the Delphi technique:
 - The members are asked to provide their estimates of human resource requirements through a series of carefully designed questionnaires.
 - Each member anonymously and independently completes the first questionnaire.
 - Results of the first questionnaire are compiled at a central location, transcribed, and copied.
 - Each member receives the copy of the result.
 - After viewing the results, members are again asked to review their estimates. The initial results typically trigger new estimates or cause changes in the original position.

The Delphi technique insulates group members from the undue influence of others. Also, since it does not require the physical presence of group members, even a global company could use this technique with members or

managers stationed in different countries. As the technique is extremely time consuming, it is frequently not appropriate when a speedy decision is necessary. Further, the technique might not develop the rich pool of alternatives that interacting or nominal groups do. The ideas that might arise from the heat of face-to-face interaction might never come up.

- **Flow Models:** Among the flow models, the simplest one is called the Markov model. This model involves the following:
 - (i) Determination of time period that will be covered under forecast.
 - (ii) Establishment of employee's categories also called *states*. There should not be overlapping among the various categories.
 - (iii) Enumeration of annual flows among various categories or *states* for several time periods.
 - (iv) Estimation of probability of flows or movements from one category to another based on past trends in this regard.

However, the Markovian model suffers from disadvantages like heavy reliance on past data, which may not be accurate in abnormal situations like periods of turbulent change, and individual accuracy in forecast is sacrificed at the cost of group accuracy.

- **Forecasting Supply of Human Resources:** Having forecast human resource demand, the next task involved in human resource planning is to forecast human resource supply. Forecast of human resource supply gives the quantity and quality of people available from internal and external sources of manpower supply, after making due allowances for absenteeism, transfers, promotions, changes in work hours, and other conditions of works.

Forecasting of human resources begins with the current human resource inventory, also called *human resource audit*. Human resource audit is separately discussed, in detail, later in chapter 29. In brief, human resource inventory contains information about present human resources in the organization. It reveals what is available in the stock of manpower and what can be expected in future. Thus, it can indicate whether the supply of

human resources is less than its demand or more than its demand. Whatever be the situation, the same will be made good accordingly.

- **Matching Demand and Supply:** Once demand for and supply of human resources of an organization is forecast, the two need to be reconciled. Such reconciliation will reveal either shortage or surplus of human resources in future. Accordingly, action plans will be prepared to meet the situation, i.e., to strike a balance between the two. In the case of shortage of human resources, this will be met through recruitment, transfer, promotion, training and development, retention, etc. On the contrary, in case of surplus human resources, it can be made good through schemes like redeployment, retrenchment; voluntary retirement scheme (VRS) through golden handshake, etc. will be recommended and implemented. Yes, downsizing should be done in consultation with the employees union. This will help avoid employee's resistance for change in job.
- **Monitoring and Control:** The sixth and final step involved in human resource planning is monitoring and control. Once the action plans are implemented, these need to be reviewed, regulated and monitored against the set standards. Monitoring of action plans and programmes help reveal deficiencies, if any. Corrective measures help remove deficiency and, thus, control the implementation of action plans in the right direction. In case of changes in business environment, the action plans formulated earlier need to be modified in the light of changing needs of organization in the changed environment.

2.8. FACTORS AFFECTING HRP

According to According to Aswathappa K. (2002: 57-61) HRP is influenced by several considerations. The more important of them are: (i) type and strategy of organization, (ii) organizational growth cycles and planning, (iii) environmental uncertainties, (iv) time horizons, (v) type and quality of forecasting information,

(vi) nature of jobs being filled, and (vii) off-loading the work.

▪ **Type and Strategy of Organization**

The type of organization is an important consideration because it determines the production processes involved, number and type of staff needed, and the supervisory and managerial personnel required. Manufacturing organizations are more complex in this respect than those that render services.

The strategic plan of the organization defines the organization's HR needs. For example, a strategy of internal growth means that additional employees must be hired. Acquisitions or mergers, on the other hand, probably mean that the organization will need to plan for layoffs, since mergers tend to create, duplicate or overlapping positions that can be handled more efficiently with fewer employees.

Primarily, the organization decides either to be proactive or reactive in HRP. It can either decide to carefully anticipate the needs and systematically plan them to fill them far in advance, or it can simply react to needs as they arise. Of course, careful planning to fill HR needs better helps ensure that the organization obtains the right number of HR people with proper skills and competencies when they are needed.

Similarly, the organization must determine the breadth of the plan. Essentially, the organization can choose a narrow focus by planning in only one or two HR areas, such as recruitment or selection, or it can choose a broad focus by planning in all areas including training, remuneration and so on.

The organization must also decide 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. Alternatively, the organization can have a formalized plan which is clearly spelt out in writing, backed by documentation and data.

Finally, the organization must make a decision on flexibility the ability of the HR plan to anticipate and deal with contingencies. No organization likes high levels of uncertainty. Organizations seek to reduce uncertainty by planning, which includes forecasting and predicting possible future conditions and events. HRP can contain many contingencies, which reflect different scenarios thereby assuring that the plan is flexible and adaptable.

▪ **Organizational Growth Cycles and planning**

The stage of an organization's growth can have considerable influence on HRP. Small organizations in the embryonic stage may not have personnel planning. Need for planning is felt when the organization enters the growth stage. HR forecasting becomes essential. Internal development of people also begins to receive attention in order to keep up with the growth.

A mature organization experiences less flexibility and variability. Growth slows down. The workforce becomes old as few younger people are hired. Planning becomes more formalized and less flexible and innovative. Issues like retirement and possible retrenchment dominate planning.

Finally, in the declining stage, HRP takes a different focus. Planning is done for layoff, retrenchment and retirement. Since decisions are often made after serious financial and sales shocks are experienced by the organization, planning is often reactive in nature.

▪ **Environmental uncertainties**

HR managers rarely have the privilege of operating in a stable and predictable environment. Political, social and economic changes affect all organizations, Personnel planners deal with environmental uncertainties by carefully formulating recruitment, selection, and training and development policies and programmes. Balancing mechanisms are built into the HRM programme

through succession planning, promotion channels, layoffs, flextime, Job sharing, retirement, and other personnel related arrangements.

- **Time Horizons**

Yet another major factor affecting personnel planning is the time horizon. On one hand, there are short-term plans spanning six months to one year. On the other hand, there are long-term plans which spread over three to twenty years. The exact time span, however, depends on the degree of uncertainty prevailing in an organization's environment. Plans for companies operating in an unstable environment, computers for example, must be for a short period. Plans for others where environment is fairly stable, for example universities plan, may belong-term.

- **Type and Quality of Information**

The information used to forecast personnel needs originates from a multitude of sources. A major issue in personnel planning is the type of information which should be used in making forecasts.

Closely related to the type of information is the quality of data used. In addition, the HR department must maintain well-developed job-analysis information and HR information systems (HRIS) that provide accurate and timely data. Generally speaking, organizations operating in stable environments are in a better position to obtain comprehensive, timely and accurate information because of longer planning horizons, clearer definition of strategy and objectives, and fewer disruptions.

- **Nature of Jobs being filled**

Personnel planners must consider the nature of jobs being filled in the organization. Job vacancies arise because of separations, promotions and expansion strategies. It is easy to employ shop- floor workers, but a lot of sourcing is necessary. For hiring managerial personnel it is, therefore, necessary for the personnel department to anticipate vacancies, as far in advance as possible, to provide sufficient lead time to ensure that suitable

candidates are recruited.

▪ **Offloading the work**

Several organizations off-load part. of their work to outside parties either in the form of sub-contracting. Off-loading is a regular feature both in the public sector as well as in the private sector. Most organizations have surplus labor and they do not want to worsen the problem by hiring more people.

Hence, the need for off-loading some organizations is known to carry the concept of off-loading to ridiculous lengths. One of the Bangalore-based public sector undertakings outsources major part of its work, and in the process, the regular employees sit idle. Kickbacks from owners of ancillary units are the cause for such sub-contracting. HRP is rarely required in such circumstances.

2.9. REQUISITES FOR SUCCESSFUL HRP

According to Aswathappa K. (2002: 76-77) there are at least eight pre-requisites for successful HRP:

- HRP must be recognized as an integral part of corporate planning. The planner of human resources must therefore, be aware of the corporate objectives.
- Backing of top management for HRP is absolutely essential.
- HRP responsibilities should be centralized in order to co-ordinate consultation between different management levels.
- Personnel records must be complete, up-to-date and readily available.
- The time horizon of the plan must be long enough to permit any remedial action.

- The techniques of planning should be those best suited to the data available and the degree of accuracy required. .
- Plans should be prepared by skill levels rather than by aggregates.
- Data collection, analysis, techniques of planning and the plans themselves need to be constantly revised and improved in the light of experience.

2.10. BARRIERS TO HRP

- People question the importance of making HR practices future oriented and the role assigned to HR practitioners in formulation of organizational strategies. Their argument is simple-there are people when needed. Offer attractive packages of benefits to them to quit when you find them in surplus. When the task is so simple, why an elaborate and time-consuming planning for human resources? Thus goes the argument surprisingly, this perception about HRP is also held by the top management.
- HR practitioners are perceived as experts in handling personnel matters, but are not experts in managing business. The personnel plan conceived and formulated by the HR practitioners when enmeshed with organizational plan, might make the overall strategic plan itself defective.
- HR information often is incompatible with the information used in strategy formulation; Strategic planning efforts have long been oriented towards financial forecasting often to the exclusion of other types of information. Financial forecasting takes precedence over HRP.
- Conflicts may exist between short-term and long-term HR needs. For example, there arises a conflict between the pressure to get the work done on time and long-term needs, such as preparing people for assuming greater responsibilities. Many managers are of the belief that HR needs can be met immediately because skills are available on the market as long as' wages and salaries are competitive. These managers fail to recognize that by resorting to hiring or promoting depending on short-term needs alone, long-term issues are neglected.
- There is conflict between quantitative and qualitative approaches to HRP. Some people view HRP as a numbers game designed to track the flow of people across the departments. These people take a strictly quantitative approach to planning. Others take a qualitative approach and focus on individual. Employee concerns such as promo ability and career

development. Best results would accrue if there is a balance between the quantitative and qualitative approaches.

- Non-involvement of operating managers renders HRP ineffective. HRP is not strictly an HR department function. Successful planning needs a co-ordinate effort on the part of operating managers and HR personnel. Aswathappa K. (2002: 77)

CHAPTER THREE

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

3.1 Introduction

This section includes the analysis, interpretation and discussion of the data obtained from sample respondents. The data were gathered from employees of Japan International Cooperation Agency through questionnaires and structured interview for the purpose of undertaking this research study.

Out of the 76 (Seventy Six) employees of Japan International Cooperation Agency head office in Addis Ababa, 38(Thirty Eight) employees were selected as a sample respondents by using systematic sampling. Thirty Eight copies of questionnaires were distributed to employees. All of them cooperate in filling out and returning the questioners. At the same time, managers were interviewed using structured interview questions.

3.2. General Background of Respondents

In this study the characteristics of respondent's as Gender, Age, Educational background and experience have been collected to assess the relevance of such respondents to the study context. The researcher gathering of such respondent's characteristics data are shown in table 3.2.below.

Table 3.2. Respondent's Background Information.

No	Item	Alternatives	Employees Response	
			Amount	Percent (%)
1	Gender	Male Female	27 11	71 29

Total			38	100
2	Age group	18-30	7	18
		31-40	18	48
		41-50	13	34
		Above 50	-	-
Total			38	100
3	Educational Background	Certificate	4	11
		Diploma	18	47
		First Degree	13	34
		Second Degree	3	8
Total			38	100
4	Experience	Below 1 year	4	11
		1 – 5 year	21	55
		Above 5 year	13	34
Total			38	100

Source: Questionnaire Response from Japan International Agency Cooperation

As it is shown in table 3.2. item 1 above, 27(71%) of the respondents are Male and the rest 11(29%) are Female. Based on the structured respondents and data obtained from this research majority of the respondents are Male.

As it is shown in table 3.2. Item 2 above, 18(48%) of the respondents are within the age category of 31-40, 13(34%) of the respondents are within the age of 41-50 and the remaining 7(18%) of the respondents are found between the age 18-30.

Regarding educational qualification 18(47%) of the respondents were diploma holders, 13(34%) are Degree holders, while 4(11%) are Certificate holders, and the rest 3(8%) of the respondent were second degree holders as it is summarized in table 3.2. item 3 above. This shows that data were generated from people of different educational background that enables the student researcher get reliable data from the respondents.

The last item of the same table above, shows the experience of respondents which indicate that 21(55%) of them have 1-5 years of experience, 13(34%) of them have 5 years and above and 4(11%) of them have below 1 years of experience. Based on the data gathered majority of the respondents were well experienced enough to give a reliable information for the process of the research activity. This implies

data generated were concrete and reliable enough to draw conclusion and proceed accordingly.

3.3. Employees Perception on Human Resource Planning Practice

The data gathered on the perception on HRP practice is presented in table 3.3 below.

Table 3.3. Perception of Employee on HRP Practice

No	Item	Alternatives	Employees Responses	
			Amount	Percentage
1	In your organization, is there a regular Human resource planning practice?	Yes	22	58
		No	16	42
Total			38	100
2	Do you think, human resource planning helps to increase the efficiency of the employees?	Yes	9	24
		No	29	76
Total			38	100
3	How do you rate the contribution of HRP practice of the organization to achieve its goal?	Very good	-	-
		Good	-	-
		Average	11	29
		Poor	27	71
		Very Poor		
Total			38	100

Source: Questionnaire Response from Japan International Agency Cooperation.

As it is shown in table 3.3 item 1 above, 22 (58%) of the respondents replied Yes and 16(42%) of them replied No. Based on this finding the organization has regular human resource planning practice. Based on this finding the organization has regular human resource planning practice.

Based on the above table item 2, is dealing with weather human resource planning increases the efficiency of employee or not. 29(76%) of them replied No and 9(24%) of the respondents replied Yes. Based on this finding human resource planning of the organization doesn't help to increase the efficiency of the employees. This implies that the company doesn't organize human resource planning towards the effect of increasing the efficiency of the employee at all.

The last item table 3.3. deals with HRP practice towards achievement of goals of the company. Data generated from this questionnaire indicated that, 27(71%) of them replied poor, for the contribution of HRP practice of the organization to achieve its goal. whereas 11(29%) of the respondents replied average. Based on this analysis majority of the respondents poorly evaluated the contribution of HRP practice of the organization to achieve its goal. This implies that the HRP of the organization has not been prepared by considering towards the achievement of the goal and objective of the company.

3.4. Employees Perception on Human Resource Needs, Regarding Workload, Clear Job Description and Specification.

Table 3.4. Presented above is dealing with perception of the employee of the organization on human resource needs, workload, job description, specification and contribution of HRP to the organization.

Table 3.4. Perception of Employees regarding HR requirement, workload, job description and specification.

No	Item	Alternatives	Employees Response	
			Amount	Percentage
1	How do you rate human resource requirement of the organization?	Very good	-	-
		Good	-	-
		Average	15	39
		Poor	23	61

		Very Poor	-	-
Total			38	100
2	Does the company have clear job description and job specification for each job?	Yes it has Partially it has Not it hasn't	8 30 -	21 79 -
Total			38	100
3	Do employees oppose the application of human resource planning?	Yes they oppose Most workers oppose it Few workers oppose it They do not oppose	- - 26 12	- - 68 32
Total			38	100
4	Do you think the work load is fair or indifferent?	Yes, it is fair It somehow fair No, it is not fair	7 12 19	18 32 50
Total			38	100

Source: Questionnaire Response from Japan International Agency Cooperation.

It is clearly shown in item 1 Table 3.4. that human resource needs in the organization is responded and evaluated as 23(61%) of them responded poor and 15(39%) of them responded average. Based on the collected and analyzed there is a problem on the human resource needs of employees in the organization. This implies that, the human resource planning process of the company doesn't consists of activities related to future personnel needs of manpower and matching the two in the context of overall organizational plans and objectives.

As can be seen in table 3.4. item 2 deals with the availability of clear job description and job specification for each job in the organization, data generated from respondents show that 30(79%) of them responded partially it has, while 8(21%) of the respondents responded yes it has.

From these data it could be generalized that the organization did not have clear job description and job specification for each job. This implies that the implementation of HRP of the company do not take into account job description

and job specification for each job for the while company and departments so as to effectively control the efficiency of each individual employee.

As can be seen in the item 3 of table 3.4, for employees opposition on the application of human resource planning 26(68%) of them replied few workers are oppose it whereas 12(32%) they do not oppose it. Based on the data generated from this questionnaire majority of the respondents are opposed the HRP of the organization. This implies that the employees of the organization didn't participate on the preparation of HRP.

The last item of same table shows whether the workload of the employee of the organization is either fair or indifferent. The result of this questionnaire shows that 19 (50%) of the respondents replied No, it is not fair, 12 (32%) of them replied somehow fair and 7 (18%) of the respondents replied Yes, it is fair. The analysis of these data showed that the workload on the employees of the organization was not fair. This implies that the organization have had a problem regarding distribution of work load to its employee when some employees might be overloaded and others pass their time without work load.

The manager who was interviewed to show this view on these concept replied that most of the time there is balanced work load in the organization but sometimes where there were accidental problems some employees be delegated to fill the gap of vacant position. In this case, there could unbalanced work load among employees.

3.5. Employee Perception Towards the Activity of Management on HRP

Table 3.5. Employee Opinion on Participation of Management on HRP

No	Item	Alternatives	Employees Response	
			Amount	Percentage

Total			38	100
1	Which approach is used in Human Resource Planning?	Top down approach Bottom up approach Centrally by human resource division.	32 - 6	84 - 16
Total			38	100
2	Do you think the importance of human resource planning is understood by the management and departments of your organization?	Yes, it is well understood and being taken No, not understand and taken I don't know	- 25 13	- 66 34
Total			38	100

Source: Questionnaire Response from Japan International Agency Cooperation

Item 1 of table 3.5, regarding the approach used in human resource planning. In line with this, 32(84%) of the respondents replied top down approach, while the remaining 6(16%) of them replied centrally by human division. Based on the findings, majority of the respondents indicated that the organization uses top down approach in human resource planning. This implies the one way approach in human resource planning that may lead to lesser feedback than the two way approach.

As per item 2 of table 3.5, it is evaluated whether the importance of human resource planning is understood by the management and department of the organization. Based on this, it is evaluated that 25(66%) of the respondents replied not understand and taken while the remaining 13(34%) of them replied I don't know. This implies that most of the time the importance of the human resource planning process is not understood by the management and departments of the organization.

3.6. Employees Turnover and Work Assignment in the Organization

Table 3.6. Over all Employee Turnover and Work Load Practices.

No	Item	Alternatives	Employees Response	
			Amount	Percentage

1	How do you see the turnover practice of employees in your organization?	It is very frequent	18	47
		Frequent	14	37
		Less frequent	6	16
		No turnover observed	-	-
Total			38	100
2	If the turnover of employee is very frequent, what do you think the reason may be?	Due to improper human resource planning.	14	37
		Due to overlapping and overload of work.	24	63
		Due to lack of knowledge to organization goals and objectives.	-	-
		Due to lower salary and benefits as compared to external human resource market.	-	-
Total			38	100
3	Is there duplication or overlapping of work activities in your work assignment?	Yes, it exists	26	68
		It exists rarely	8	21
		I don't know	4	11
		It doesn't exist	-	-
Total			38	100
4	If you are overload how do you handle and finish your activity on time?	Working extra time each day	8	21
		Working extra time every Weekends.	3	8
		Taking the activities to be performed home	6	16
		I practice all of the above	21	55
Total			38	100

Source: Questionnaire Response from Japan International Agency Cooperation.

It is clear shown in item 1 of table 3.6. discuss the turnover of employees in the organization. Accordingly, 18(47%) of the respondents replied the turnover of employee is very frequent, while 14(37%) of them replied frequent. The remaining respondents 6(16%) replied less frequent. Based on the data, generated majority of the respondents implicated that the turnover of employee in the organization are

very frequent. This implies that more employees leave the organization very frequently. This shows that the experienced personnel leave the company frequently and make difficult to adopt the working environment of the organization for the new employees. Hence, this could result in slow work progress and inefficient management in the human resource planning process.

Item 2 of table 3.6 is discussing about the reason for the turnover of employees when it is very frequent, regarding this questionnaire, 24(63%) of the respondents replied it is due to overlapping and over load of work while the remaining 14(37%) of them replied due to improper human resource planning. This implies that frequent turnover of employees is due to overlapping and over load of work activities.

Item 3 of table 3.6, gives emphasis on duplication and overlapping of work activities in the work assignment, in line with this, 26(68%) of the respondents replied Yes, it exists, 8(21%) of them replied it exists rarely while the remaining 4(11%) of them replied I don't know. Based on data generated related to this questionnaire there were duplication and overlapping of work activities in the work assignment. This implies that the organization did not fill in the vacant places evaluating its work activity following proper human resource planning procedures. This makes some employee over loaded and contributes largely to frequent turnover of the employees.

The last item of table 3.6, shows how the employees of the organization handle the over load of work. It is shown that 21 (55%) of them replied I practice all of the above, 8(21%) of them replied working extra time each day, 6(16%) replied taking the activities to be performed at home, while the remaining others 3(8%) of them replied working extra time every weekends. This implies that the employees of the organization handle the over load of work of the company by working mostly extra time each day, each weekend and taking the workload home for extra time. It implies that human resource planning is at its poor stage to reduce the work load from each individual employee.

3.7. HRP Approach and Availability of Labor in the Organization

Table 3.7. Human Resource Planning Approaches and Availability of labor in the organization at Large

No	Item	Alternatives	Employees Response	
			Amount	Percentage
1	How frequent the shortage of labor exists in the organization?	Always	23	61
		Sometimes	15	39
		Not all	-	-
Total			38	100
2	How frequent is the existence of surplus labor in the organization?	Often	-	-
		Some times	-	-
		Not all	38	100
Total			38	100
3	Have you ever seen idle employees in the organization?	Yes	-	-
		No	38	100
Total			38	100
4	Do you think the right person is assigned for the right job?	Yes	14	37
		No	15	39
		I don't know	9	24
Total			38	100

Source: Questionnaire Response from Japan International Agency Cooperation.

Item 1 of table 3.7. discusses, regarding the frequency existence of shortage of labor accordingly, 23(61%) of the respondents replied shortage human power exists always while the remaining of them 15(39%) replied sometimes. Based on this data, the existence of shortage of labor is known to be always frequent as it is indicated by the majority of respondents. This implies the existence of gap between man power forecasting and the required actual man power which indicates the use of one way or top down planning approach.

Item 2 of table 3.7. also discusses, regarding the frequent existence of surplus labor. In line with this point, all of the respondents which are 38(100%) replied not at all. Based on this data, it is implicated that surplus labor in the organization doesn't exist at all. Even if there is no surplus labor in the

organization, it is recommended that balanced labor with the forecasted manpower needed be fulfilled.

Item 3 of table 3.7, discusses whether idle employee exists in the organization or not. Accordingly, 38(100%) of the respondents replied No. this implies that there are no idle employees in the organization.

Item 4 of table 3.7. indicates whether right person is assigned for the right job or not. Regarding this point, 15(39%) of the respondents said No, 14(37%) of them replied Yes while the remaining 9(24%) of them replied I don't know. This implies that the assignment of the right person for the right job is moderate.

The manager replied that there is no idle or floated employee in the organization. Therefore, for the open ended the respondents implies that the problems that observed on the HRP were; the plan did not stands from the lower level of employees, the plan didn't consider the forecasting of manpower and job description and specification and it is not designed by considering the goal and objectives of the organization. Finally the respondents implies that the organization on the HRP should improve the above mentioned problems and by the using the scientific guidelines in order to get the required target.

CHAPTER FOUR

SUMMARY, CONCLUSION AND RECOMMENDATION

4.1 Summary of the Major Findings

Following the analysis of chapter three of this research report, the following major findings are summarized and presented as follows;

- Based on information collected and analyzed on this study, Majority 21(55%) of the respondents are experienced enough to react on the questionnaire formulated and give information for the process of this research work,
- The organization has regular human resource planning practice as implicated by 22(58%) of the respondents,
- Majority 29(76%) of the respondents have shown that human resource planning of the organization did not help to increase the efficiency of the employees,
- The workload on the employees of the organization was not fair as indicated by the majority 19(50%) of respondents,
- Most 23(61%) of the respondents indicated a problem on human resource needs of the organization,
- Majority 30 (79%) of personnel interviewed implicated that the organization have unclear job description and job specification for each job,
- Majority 27 (71%) of the respondents evaluated the contribution of HRP practice of the organization to achieve its goal is poor,
- Majority 26 (68%) of the respondents said few employees oppose the HRP of the organization,

- The human resource planning process, most of the time, is not understood by the management and departments of the organization as indicated by the majority 25 (66%) of the respondents.
- Majority 18(47%) of the respondents have shown that the turnovers of employees in the organization are very frequent.
- The frequent turnover of employees is due to the over lapping and over load of work activities as indicated by the majority 24(63%) of the respondents.

- Majority 26 (68%) of the respondents have indicated that there were duplication and over lapping of work activities in the work assignment.
- As per the data of this research majority 21 (55%) of the respondents, the employees of the organization handle the over load of work by working mostly extra time each day,
- Majority 32 (84%) of the respondents indicated that the organization uses top down approach in human resource planning,
- The existence of shortage of labor was evaluated to be always frequent as it responded by the majority 23 (61%) of sample population,
- It is implicated by the majority 38(100%) of the respondents that the surplus of labor in the organization doesn't exist at all. Even if there is no surplus labor in the organization, it should be balanced with the forecasted manpower need,
- Majority 38 (100%) of the respondents implicate that there are no idle employees in the organization.
- The assignment of the right person for the right job is moderate as indicated by the majority 15(39%) of sample population,

4.2 Conclusion

Below are conclusions drawn from the summary of the major findings of the study, the major conclusions are;-

- The organization has regular human resource planning practice which did not contribute to increase the efficiency of the employees. The HRP practice of the organization was not in line with achieving its objective. The reason why it didn't contribute towards achieving the goal seems to be on its practical application. It could, therefore, be concluded that even there is human resource planning practice in this organization its practical application was not strong enough to contribute to attaining its goal.
 - The organization does not have clear job description and job specification for each job. At the same time, this study signifies that the workload on the employees of the organization is not fair. It could also be of concluded that without enough skilled man power, the company is unable to perform its activities effectively. Hence, job content that helps to determine human resource requirements and which leads to job description and specification are needed to be given attention they deserve for the effective performance of the organization.
 - The human resource planning process has not been understood and taken by the management and departments of the organization. Most of the time, the organization uses management judgment to forecast the required manpower of the organization.
 - The turnovers of employees in the organization are very frequently and this is known to be due to the over lapping and over load of work activities. This indicates that the balance between workload and employee is not arranged accurately.
-
- There were duplication and over lapping of work activities in the work assignment. The employees of the organization handle these over load of work by working mostly extra time each day and at weekends. This results

in frustration and lack of motivation towards their work which in turn hinder the effective performance of the organization.

- There was no idle and surplus labor in the organization at all. This dictates the existence of insufficient human resource to handle the activity of the organization as indicated under different topics discussed above. This also calls for implementation of proper human resource planning in the organization.

4.3 Recommendation

Based on this research findings and conclusions drawn above, the following recommendations are drawn:

- It has been clearly shown that the organization has human resource planning. However, this planning has not been framed as to increase the efficiency of the organization under study. It is, therefore, recommended that the organization review its structure and makes a frame work on how this HRP should increase the efficiency its employee. One aspect to deal to do this is the formulation of job specification and job description to each job specified and the control on its practical application.
- Increasing the efficiency of employee means distributing the work load properly to each employee on fair manner and filling the gap of vacant spaces by relevant employees in the company. The management body is needed to evaluate the existing difficulties related to vacant spaces and give solutions step by step for improvement of the organization.
- This study showed that the management body of this organization has low understanding of human resource planning. It is clearly understood that in the management where the concept and practice of human resource planning is not understood and has not been taken by management its practical application cannot be anticipated. Therefore , it is recommended that short and long term training be arranged and given to those management bodies in order to create awareness, add know how and increase the capacity of the managers on the concepts, principles and practices of human resource planning (HRP).
- Similarly, it has been understood from the research finding that, on one hand, the existing workers are overloaded and use their extra time to perform and finish duties given to them and on the other hand, there are duplication and overlapping of work activities in the organization showing that the organization is not well structured. It is best to recommend here

that the organization has to review its structure, reduce the duplication (overlapping) of work activities by fill the vacant spaces available by proper human resource. On the other hand, the employees of the company must be motivated in various aspects, so that they would not be frustrated and remain in the company working for long. This also helps reducing the turnover of human resource in organization.

- Last but not least, the management judgment should consider bottom up approach rather than top down approach as shown in this study. The bottoms up approach give the opportunity for participation of lower level managements as well as middle level managers in the process of decision making. Therefore, it is recommended that the organization reviews its approach and makes change on it.

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**St Mary's university
Faculty of Business
Department of Management
Questionnaire to be filled by Japan International Cooperation Agency
Workers on the Human Resource planning practice.**

Dear Respondent,

First I would like to thank you for your willingness to answer this questionnaire. The purpose of this questionnaire is to gather data to analyze and evaluate human resource planning practice of Japan International Cooperation Agency. The research is conducted in a partial fulfillment of the requirements of BA Degree in Management. It is the researcher's conviction that your answers to the items in the questionnaire have a direct bearing on the quality of the findings. I therefore, kindly request you fill in the questionnaire with due care and return back in time. I extend my heartiest thanks for your cooperation.

The responses that you give to the items in the questionnaire are kept confidential and will be used only for academic purposes.

General Directions:

1. You don't need to write your name or identifying remark.
2. Put "X" Mark on the box(s) that suits your best.
3. Give your answers to open ended items in the blank space below the items.

Thank you in advance for your cooperation!!

Part I. Background Information

1. Sex

Male

Female

2. Age

18- 30

31 - 40

41 – 50

Above 50

3. Education Background

Certificate

First Degree

Diploma

Second Degree

Others

4. Experience in Japan International Cooperation Agency years:

Below 1 year

1 – 5 years

Above 5 years

Part II Questions relating to the topic under consideration

1. In your organization, is there a regular human resource planning practice?

Yes

No

2. Do you think, human resource planning helps to increase the efficiency of the employee?

Yes

No

3. Do you think the workload is fair and indifferent?

Yes, it is fair No, it is not fair

It is somehow fair

4. How do you rate human resource needs of the organization?

- Very Good Average Poor
5. Does the company have clear job description and job specification for each job?
- Yes, it has Partially it has
 No it hasn't
6. How do you rate the contribution of HRP practice of the organization to achieve its goals?
- Very Good Good
 Average Poor
7. Do employees oppose the application of human resource planning?
- Yes, they oppose
 Most workers are oppose it
 Few workers are oppose it
 They do not oppose
8. Do you think the importance of human resource planning is understood by the management and departments of your organization?
- Yes, it is well understood and being taken
 No, not understand and taken
 I don't know
9. How do you see the turnover practice of employees in your organization?
- A. It is very frequent C. Less frequent
 B. Frequent D. No turnover observed
10. If the turnover of employee is very frequent, what do you think the reason may be?
- A. Due to improper human resource planning.
 B. Due to overlapping and overload of work.
 C. Due to lack of knowledge to organization goals and objectives.
 D. Due to lower salary and benefits as compared to external human resource market.
11. Is there duplication or over lapping of work activities in your work assignment?

Yes, it exists It exists rarely
I don't know It doesn't exist

12. If you are overload how do you handle and finish your activity on time?

- A. Working extra time each day
- B. Working extra time every weekends
- C. Taking the activities to be performed home
- D. I practice all of the above

13. Which approach is used in Human Resource Planning?

- A. To down approach
- B. Bottom up approach
- C. Centrally by human division

14. How frequent does the existence of shortage of labor in the organization?

- A. Always B. Sometimes C. Not all

15. How frequent is the existence of surplus of labor in the organization?

- A. Often B. Sometimes C. Not all

16. Have you ever seen idle labor employee in the organization?

- A. Yes B. No

17. Do you think the right person is assigned for the right job?

- A. Yes B. No C. I don't know

18. What are the major problems that the company faces to fulfill skilled human power?

19. What other problem do you observe in practicing human resource planning? Please try to mention 2 or 3 reason?

20. What solution do you suggest in practicing human resource planning in Japan International Cooperation Agency?

St. Mary's University
Faculty of Business
Department of Management
Structured Interview Question for Japan International
Cooperation Agency Managers

1. What kind of techniques does your company use to forecast manpower?
2. Who forecasts human resource planning in your organization?
3. How do you define the work load of the employees? Do you think it well balanced to all employees?
4. Do you have extra workers without a task or given job?
5. How job analysis is done in your organization?

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Declaration

I, the undersigned, declare that this student research paper is my original work, prepared under the guidance of AtoHabteZeberga. All sources of materials used to this paper have been duly acknowledged.

Name: GelilaTesfaye

Signature: _____

Place of Submission: St. Mary's University

Date of Submission: June, 2014

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

Name: HabteZeberga

Signature: _____

Date: June, 2014