



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**HUMAN RESOURCE PLANNING PRACTICES AND CHALLENGE AT
ETHIOPIAN CONSTRUCTION WORKS CORPORATION**

BY

TESMEYIKI SIMRETEAB KTSELA

JUNE 2019

ADDIS ABABA, ETHIOPIA

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APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies _____
Signature & Date

Advisor _____
Signature & Date

External Examiner _____
Signature & Date

Internal Examiner _____
Signature & Date

DECLARATION

I the undersigned declare that this thesis entitled "Human Resource Planning Practices and Challenges at Ethiopian Construction Works Corporation" is my original work, prepared under the guidance of Asst. Professor Giotom Abraham. 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 for the purpose of earning any degree.

Tesemeyiki Simreteab

Name

St Mary's University, Addis Ababa

Signature

JUNE 2019

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Giotom Abraham (Asst. Prof.)

Advisor

St Mary's University, Addis Ababa

Signature and date

May,2019

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Abbreviations and Acronyms

ECWC:	Ethiopian Construction Works Corporation
HR:	Human Resource
HRP:	Human Resource Planning
HRPP:	Human Resource Planning Practices
SBP:	Strategic Business Plan
HRD:	Human Resource Department
HRIS:	Human Resource Information System
ERP:	Enterprise Resource Planning

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Abstract

This study was carried out to examine human resource planning practices and challenges at Ethiopian construction Works Corporation. The research design used for this study is descriptive survey. The target population in this study was 96 those who are in management position and the researcher used census inquired the whole population in the study. Data gathering instruments were used questionnaire that were filled by all section and department heads to find out how is the human resource planning process carried out in Ethiopian Construction Works Corporation? to what extent is the human resource plan of the Corporation linked of human resource planning?. The results of the study reveal that most of the management staff do not have in-depth knowledge on human resource planning; the main determinant factors such as skill inventory, job Analysis and human resource information system weren't applied satisfactorily and the linkage of human resource plan with strategic business plan were given less attention.. Thus, it is recommended that ECWC shall be better to give attention and priority fully computerize its HRIS to provide HR information timely and help to take action decision in surplus and shortage condition. The corporation should be develop viable plans, the strategic need information and forecast requirements on the available of personnel through integrative linkage both strategic business planning and human resource planning to become effective.

Key Words: *Human Resource Planning , Challenge of Human Resource Practices, Human Resource Information System*

CHAPTER ONE

INTRODUCTION

In this chapter, the background of the study, the background of the organization, statement of the problem, basic research questions, objectives of the study, significance of the study, scope of the study and organization of the study have been treated one after the other.

1.1 Background of the Study

In the early days of industrialization, managers rarely had to think ahead about the numbers and kinds of people required to get the work out conditions outside the organizations were relatively stable Fayol, H. (1930). Most work demanded little by way of specialized training and expertise. And managers could find all the people they needed on short notice, provided they were willing to pay competitive wages. However, there must have been some HR planning going on, even in earliest times. It is hard to imagine that the builders of the Great Pyramids or of Stonehenge completely disregarded planning those superhuman exertions that were required to erect these monuments of antiquity over many generations. Yet records from that time do not exist to reveal how managers planned for their human resources Fayol, H. (1930).

Charles R.Greer ,(2001) Human resource planning is the strategic alignment of an organization's human capital with its business direction. It is a methodical process of analyzing the current human resource, identifying future human resource needs, establishing the gap between the present and future and implementing solutions so,an organization can accomplish its mission, goals, and objectives. Organizations are concerned about having inadequate supply of successors for their top-level positions who will have the experiences and skills needed to provide leadership in this century with the recognition of human resources as a source of competitive advantage, human resource planning will have a larger strategic role in the future. Along with increasing strategic importance, there also has been a trend toward decentralization of the responsibilities for human resource planning to line managers.

Empirical studies conducted in the area of human resource planning contribute to organization success in the sense that, it ensures an organization always have a concept of the job market and how it related to its failure. A company that refuses to engage in human resource in order to be

proactive may find itself with a number of unfilled positions. Human resource planning needs a continual process to help organizations to achieve its goals, though some jobs are still in demand during downturn, securing people with highly desirable skills will always be a challenge. It is therefore never late for changes in the modus operandi of the organization hence a never-ending process which utilizes matching human resources to its demand and supply for effectiveness and efficiency in achieving the overall organization goals Al Wahshi, A. S. (2016).

Another study by Vikstrom, A. and Westerberg, M. (2010) shows that policies and strategies to address the problems and issues highlighted as barriers to effective human resource planning. Policies would be worked out to help in the generation of employment opportunities and development of the human resource base of the country (Frank, et al., 1974). To measures like easy access to funds, assistance to achieve technological advancement, product diversification and productivity enhancement and training and re-training program to build up workers' skills and productive capacity.

According to by Vikstrom, A. and Westerberg, M. (2010) Managers, Chief Executives and Heads are advised to use reward systems, employee involvement, teamwork and excellent interpersonal relationship to secure high productivity in their various organizations. Howbeit, it is the ability of an organization to align with human resource management policies and practices the overall organizational goals that the needed productivity can be assured.

Therefore, this research paper focus on human resource planning practices and its challenge, how to determine the major factors that are human resource supply (skill inventory, job analysis and human resource information system) human resource demand (internal and external methods) are applied and managed and also how HRP links with strategic business plan. Under normal circumstances every organization should have an effective organizational policies, procedures and guidelines in place for operational practices. The study was interrogating if these elements do exist in the Ethiopian Construction Works Corporation.

The aim of this study is to establish human resources practices and challenge in the delivery quality construction services in the home country and others. Thus, human resources are the backbone of the Corporation. ECWC being one of the largest as well as most important Corporations in the country that is striving to develop and maintain a quality building construction.

1.3 Statement of the Problem

In the current, highly uncertain socio-economic climate, the HRP function is emerging as a focal human resource activity as it is increasingly becoming an essential and very prominent boundary spanning function Idris, Abdurrahman & Eldridge D. (1998).

The imbalances between work that needs to be performed and the availability of skilled workers Greer CR, Virick M (2008). HRP function plays a critical role in making sure that strategy implementation is effective throughout the organization. As such, that function endorses the crucial role of dealing with the necessary changes in the volume and make-up of the human resource. Human resource planning has likely become the greatest challenge faced by our organizations today. It, as a tool has become one of the best strategies for improving our organizations as it forces us to think strategically about how to align people to our business Greer CR, Virick M (2008).

Today, HR professionals plays more strategic roles in ensuring that human capital issues remain a priority Charles R. Greer (2003). In early practice, human resource planning was often the responsibility of a specialist in the human resource area. This planning was sometimes conducted with little involvement of others in the organization. Not surprisingly, when planning was conducted in this manner, the data supplied for use in forecasting were often inaccurate.

In the researcher experience, many organizations have increased tremendously in recent years and some appear to have difficulty in determining the exact size of the workforce Decenzo & Robbins (2009). Because of the increasing complexity of organizations, the rate of technological change causes difficulties in HR planning preparation, it is also difficult to keep up with the technical development Decenzo & Robbins (2009).

There is always resistance to change within an organization, but somehow this resistance should be overcome if manpower is to be utilized effectively. HRP is now becoming a sophisticated process, only involving the use of experts, and these experts must have rapid access to accurate information. Organizations seek to thrive in increasingly uncertain economic and business environments; more and more attention is being focused on the role of talent management in better utilizing knowledge workers. Specifically, companies are searching for processes and

techniques to keep knowledge workers engaged and committed in order to achieve organizational goals effectively and efficiently Greer CR, Virick M (2008).

The role of human resource planning in recruitment and selection process has assessed and defined as it is used by organizations to ensure that they have the right number and the right kind of people at the right place and at the right time (British Journal of Humanities and Social Sciences August 20120, Vol. 6 (2));

Human resource planning recruitment and selection in Ethiopian construction works corporation (ECWC) were affected subjective judgment and intuition rather than application of scientific techniques like systematic techniques, working back from cost and statistical tools like time series or ratio analysis, work study and productivity trend analysis. This is poor forecasting techniques experienced by the corporation. These methods of forecasting analysis of demand and supply were not comprehensive and supported with quantitative statistical evidence, it only depended on subjective qualitative approach and limited to some forecasting analysis methods.

As a result the corporation is not in proper position to predict the job requirement and staffing needs in advance. Ethiopian Construction Works Corporation Works has been a victim of such problems. 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 any meaningful result, other than its being theoretical knowledge. Similarly, clients 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 crucial Scott and Others,(2012). Therefore, this study has attempted to examine some general aspects of the current state of affairs in human resource planning practice and challenges of Ethiopian Construction Works Corporation. The research mainly focuses on how the major determinant factors (skill inventory, job analysis and human resource information system) of HRP are applied and managed, how HRP links with strategic business plan, how HRP is acknowledged its' importance by employees' of ECWC who are working in managerial position. Therefore, this study focuses on assessing how human resource planning is conducted to ensure that the corporation strategic business planning demand for individuals at any particular time would be just met by available human resources Belcourt, M and K. (2007).

1.4 Basic Research Questions

In this study, in order to provide assessment of human resource planning practices and challenges, the following specific and key questions are set:

- 1 How is the human resource planning process carried out in Ethiopian Construction Works Corporation?
- 2 To what extent is the human resource plan of the Corporation linked /integrated with its strategic plan
- 3 What are the major challenges that the Corporation face in the process of human resource planning?

1.5 Objectives of the Study

The general objective of this research is to investigate human resource planning practices and challenges in ECWC. Therefore, to do this, the study intended to achieve the following specific objectives:

1. To assess the major practices of the ECWC management (managers) about human resource planning process.
2. To assess to what extent HRP of the Corporation is linkage /integrated with its strategic plan.
3. To analyze the major challenges that the Corporation encountered in the process of human resource planning.

1.6 Significance of the Study

This study should have an enormous significance. Nowadays, an organization needs people just as they need raw materials, equipment, and other materials in order to function successfully. In fact, it is not uncommon to hear managers acknowledge: “Our people are our most important asset” Charles R.Greer (2003). Organizations undertake 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 large organizations like ECWC.

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 any meaningful result, other than its being theoretical knowledge as it was maintained earlier. Similarly, ECWC has been a victim of such problem 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 crucial.

Therefore, this study has attempted to examine some general aspects in current state of affairs in human resource planning practices and challenges of ECWC so that, it has a significant contribution in:

1. Encouraging ECWC management to develop a clear link between strategic business plan and human resource planning.
2. Motivating ECWC to review and re-examine its existing human resource planning and management practice and challenges and make improvements in its HRP practice.
3. Enabling ECWC to identify some of the current problems or challenges in performing human resource planning and management processes.
4. Serving as a guideline for making policy in ECWC and further research works to be conducted on areas of human resource planning, and
5. Forwarding some possible solutions so as to alleviate the problems which are manifested in human resource planning process.

1.7 Scope of the Study

This thesis focused on assessing the human resource planning practices and challenge at Ethiopian Construction Works Corporation within the limits of specified time and possibility. The researcher decided to limit this study to the permanent employee or managers of the Corporation in the Head Office due to time and economic constraints regional offices which is located in Addis Ababa. It is assumed that generalization can be made based different levels, because the situation in the head office will reflect the HRP process in the other offices as well.

The number of respondents is also delivered to ninety-six (96) of the corporation managers all were involved questionnaire. Besides, this study is limited to the head office of the corporation HR planning on major determinant factors skill inventory, job analysis and human resource information system. To this end, this study covers a panel data of these corporations over the period of 2018 to 2019. ECWC dpt. HR&FM(Jan,2018).

1.8 Organization of the Study

This study is organized in to five chapters. Chapter one provides information about the background of the study, background of the organization, it also presents the statement of the problems, the basic research questions and the corresponding research objectives, the scope of the study, and the significance of the study. Chapter two discusses the relevant literature review which comprises both theoretical and empirical literature reviews. It also shows the conceptual framework of the study. Chapter three describes there search design and methodology of the study. Chapter four presents the analysis and interpretation of the data collected for the study. The last chapter, chapter five the major findings of the study, the conclusion discussion accordingly and the recommendations forwarded to take the required corrective measures.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter presents related literature that helps to enrich the study. The literature deals with Human resource planning practices and challenges at ECWC. It also discusses a definition of human resource planning, integration of strategy human resource planning, process human resource planning, action and decisions in human resource planning, forecasting techniques in human resource planning for supply ,demand and evaluating strategic contributions have been defined and described in details one after the other.

2.1 Theoretical Literature

2.1.1 Definitions of Human Resource Planning

Many authors at different times gave different definitions for human resource planning. The various authors of the last few years have defined human resource planning according to their own disciplines, philosophies, orientations and contextual frameworks. To facilitate the discussion, these contributions are grouped as strategy-oriented definitions and process-oriented definitions of human resource planning Diamond A.(2006).

Strategy-Oriented Definitions

Human resource planning defined as a strategy for the acquisition, utilization, improvement and retention of an enterprise's human resources (Department of employment, 1970). This definition was criticized by Gemma R. & Tim Scott(2015), as stated being too detached from the objectives of the whole organization. He state "Human resource planning aims to maintain and improve the ability of the organization to achieve corporate objectives, through the development of strategies to enhance the contribution of personnel at all times in the foreseeable future".

Louis Cohen, Lawrence M,(2007), identifies two aims of corporate human resource planning, namely to ensure the optimum use of the personnel currently employed, and to provide for the future staffing needs of the organization in terms of skills, numbers and ages.

He focuses on the development of personnel strategies to get the right number of employees, with the right level of talent and skills, to achieve the right objectives, to fulfill the corporate purpose. Louis Cohen, Lawrence M,(2007), combines strategic planning and human resource planning, it can be thought of as the Pattern of human resources deployments and activities that enable an organization to achieve its Strategic goals”.

Process-Oriented Definition

The process-oriented definitions view human resource planning as a continuous process. Emmerichs and others (2003, p23) defines it as “... a systematic process for identifying the human capital required to meet organizational goals and for developing the strategies to meet these requirements.” Similarly, Ripley (2000, p1) as cited by Emmerichs and others (2003) suggests that workforce planning is “a systematic assessment of workforce content and composition issues and determination of what actions must be taken to respond to future needs.” Scott and others (2012, p46) defines it as" ... is the process of anticipating and providing for the movement of people into, within and out of an organization.

Overall, its purpose is to help managers deploy their human resources as effectively as possible, where and when they are needed, to accomplish the organization’s goals.” DeCenzo and Robbins (2009) defines that human resource planning is one of the function which helps an organization to ensure that the organization to has the right number and kinds of people at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organization achieve its overall strategic objectives.

Thus, the process of human resource planning supports to identify human resource needs and it is a key function for success of human resource management program. DeCenzo and Robbins (2009) also defines that human resource planning is a process: It is a process that organizations use to help them identify and address the staffing implications of business plans and strategies.

By implementing this process, organizations can ensure that they will have the right number of people, with the right capabilities, in place at the right time. When implemented effectively, the process results in two major outputs or deliverables: staffing strategies (which describe what will be done in the long term, across planning periods, to address critical staffing issues) and

staffing plans (which describe specific, short-term tactical plans and staffing actions to be implemented in the near term within a given planning period) Diamond A.(2006) .

The process oriented definitions on the whole emphasize the creation of the best possible framework of information within which decisions about the utilization of resources to achieve organizational objectives can be made, particularly the human resource. Such information acts as an indispensable instrument for management to assess the feasibility of future alternative routes in meeting organizational demands. Despite the difference in emphasis, both strategy and process oriented definitions share a common destination that is the attainment of organizational or corporate objectives through the effective utilization of human resources Emmerichs and others (2003).

Therefore, from the definitions of human resource Planning proposed by the various researchers and practitioners, it is possible to attempt to define what human resource planning in today's circumstances. Accordingly, human resource planning is a management process designed to translate strategic objectives into targeted quantitative and Qualitative skill requirements, to identify the human resource strategies and objectives necessary to fulfill those requirements over both the shorter and longer terms and to provide necessary Feedback mechanisms to assess progress Gemma R. & Tim Scott(2015). They added that "overall, the purpose of the planning is to invoke organizational learning process and to generate information which can be utilized to support management decision making in all staffing areas".

2.1.2 Objectives of Human Resource Planning

The objective of employment planning is to bring together the forecasts of future demand for workers and the supply for human resources, both current and future. The result of this effort is to pinpoint shortages both in number and in kind, to highlight areas where overstaffing may exist (now or in the near future), and to keep abreast of the opportunities existing in the labor market to hire qualified employees either to satisfy current needs or to stockpile potential candidates for the future Louis Cohen, (2007).

Once acquired, information concerning future human resource requirements and availabilities, as well as external and internal environmental conditions, must be brought together to identify potential gaps and the reasons for them, and to decide on appropriate planning

objectives. In brief, in the reconciliation process, gaps between anticipated human resources requirements and availabilities are identified and the reasons for these clarified (De Cenzo and Robbins, 2009).

The following are the objectives of human resource planning:

- Assessing manpower needs for future and making plans for recruitment and selection.
- Assessing skill requirement in future for the organization.
- Determining training and the development needs of the organization.
- Anticipating surplus or shortage of staff and avoiding unnecessary detentions or dismissals.
- Controlling wage and salary costs and ensuring optimum use of human resource in the organization (De Cenzo and Robbins, 2009).

Heneman and Schwab, (1993). Even the relatively simple reconciliation suggests that the organization will have to deal with both employee shortages and surpluses, as well as with reducing labor costs through automation, promotion blockages, and possible increases in voluntary turnover rates. Reconciliations of availabilities and requirements through action decisions are discussed in detail below. Objectives derive from the reconciliation process, they are statements of what managers intend to accomplish during the planning period. Once derived, they provide direction for the action planning process, as well as standards against which accomplishments can later be judged. Objectives emanating from staffing planning usually evolve around controlling head count, controlling labor costs and improving productivity derived from forecasting future human resource requirements, and eliminating potential employee shortages or surpluses by altering employee flows derived through comparisons of anticipated availabilities and requirements , Heneman and Schwab (1993).

2.1.3 Integration of Strategy and Human Resource Planning

According to Greer (2003), 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. He also provides that long term human resource planning is important by integrating strategic business plan of the organization and this

process also requests the integrating of the skills and knowledge of human resource planner with other responsible person who executives for strategic planning.

2.1.4 Determinants of Integration

The strategy and human resource planning linkage is affected by a number of influences including environmental factors such as intense competition, which often requires productivity enhancements and workforce downsizing; technological change, which requires different Employee skills; and changes in the composition of the workforce Charles R.Greer ,(2001) described level of integration; less integration is likely instable environments. Another influence is level of diversification, as greater integration occurs in companies with one dominant core business as opposed to diversified companies.

At the opposite end of the continuum where an organization's divisions are indifferent core businesses, a decentralized structure would be likely. Greater integration also occurs where the top human resource executive has equal status with the heads of the other functional areas and has credible line experience.

More integration also occurs out of necessity where there are severe skill shortages. Greater integration also occurs where compensation systems reward executive's performance Charles R.Greer ,(2001). Likewise, it occurs where line managers perceive that human resource planning can help them Implement strategies that will further the goals of the company. He also discussed that changing demands for skills also has the potential to affect the degree of integration between strategic planning and human resource planning. With the decline in proportion of employment accounted for by manufacturing and growth of services, there has been a changing demand for employee Skills Charles R.Greer ,(2001).

Companies must plan ahead and make major changes in organizational direction. Conversely, integration is less likely where senior management incorrectly assumes that there are qualified employees in the external labor market and specifies that areas such as finance and marketing should have sole responsibility for strategic planning. Human resource executives who lack a strategic perspective of the business also impede integration (Charles R.Greer ,(2001).

2.1.5 Evolution of Strategy and Human Resource Planning Integration

Charles R.Greer ,(2001) stated that there are probably four stages in the evolution of linkages between strategic business planning and human resource management. These are:

Administrative linkage: the first stage is called an administrative linkage, although there is no real linkage. Senior executives operate as if qualified personnel are always available in the labor market, and the human resource unit is relegated to a paperwork-processing role Charles R.Greer ,(2001) .

One-way linkage: the second stage involves one-way linkage in which the human resource function becomes involved only in implementation Charles R.Greer ,(2001) .

Two-way linkage: in the third stage, there is a two-way linkage. This involves a reciprocal relationship in which the resource function helps implement strategic business plans and also provides input to strategy formulation. Integrative linkage the final stage is called **integrative linkage**. This linkage goes beyond the reciprocal relationship to an equal involvement with other functional areas of business in the development of strategic corporate plans, including issues outside of the human resource area. Interestingly, a fully integrated linkage may be described as informal Charles R.Greer ,(2001).

The researcher hypothesis is human resource planning have to be linked with the overall strategy corporate plan of the organization and human resource needs to be aligned with the organization Strategic business plan. HR planning needs to become interdependent with the rest of the organization strategic business plan. And also it has to take a comprehensive approach that aligns its actions with the entire organizational strategy business plan and it has much to contribute in a strategic supporting role and the organization's strategy development Rothwell, W.J.(2010).

Therefore, integrative linkage one of a key stage and the organization managements have to work hard to address the strategic needs and support of the organization by aligning human resource planning process with the organization's strategy business planning importance to the organization's business success Charles R.Greer ,(2001).

2.1.6 Need for Human Resource Planning

Human resource planning is needed for foreseeing the human resource requirements of an organization and supply of human resources kumar N and GP, (2010). It is need can be accessed from the following points:

- ❖ **Replacement of Persons:** A large number of persons are to be replaced in the organization because of retirement, old age, death, etc. There will be a need to prepare persons for taking up new position in such contingencies kumar N and GP, (2010) .
- ❖ **Labor Turnover:** there is always labor turnover in every organization. The degree of labor turnover may vary from concern to concern but it cannot be eliminated altogether. There will be a need to recruit new persons to take up the positions of those who have left the organization. If the concern is able to forecast turnover rate precisely, then advance efforts are made to recruit and train persons so that work does not suffer for want of workers kumar N and GP, (2010).
- ❖ **Expansion Plans:** Whenever there is a plan to expand or diversify the concern then more persons will be required to take up new positions. Human resource planning is essential under these situations kumar N and GP, (2010) .
- ❖ **Technological Changes:** The business is working under changing technological environment. There may be a need to give fresh training to personnel. In addition, there may also be a need to infuse fresh blood into the organization. Human resource planning will help in meeting the new demands of the organization kumar N and GP, (2010).
- ❖ **Assessing Needs:** Human resource planning is also required to determine whether there is any shortage or surplus of persons in the organization. If there are fewer people than required, it will adversely affect the work. On the other hand, if more persons are employed than the requirement, then it will increase labor cost, etc. Human resource planning ensures the employment of proper work force kumar N and GP,(2010).

The effectiveness of human resource planning can be viewed from a behavioral perspective. This includes the degree to which managers accept human resource planning as an activity that helps them perform their jobs. Line management's willingness to supply information to be used in the development of forecasts and actually use human resource forecasts in their own planning provide other indicators of human resource planning effectiveness. Even when forecasts are

inaccurate, the human resource planning process has value. This is because, as in any planning effort, the process of forecasting is often more valuable than the forecast itself because managers are forced to reexamine fundamental operating assumptions. Such reexamination and resultant communications are often valuable side-effects Charles R.Greer ,(2001).

2.1.7 Benefit of Human Resource Planning

Johansson, L.G (2004), the need for planning occurs mainly due to the fact that modern organizations have to survive, operate and grow in highly competitive market economics where change is the prevailing principle. The change may be either revolutionary (sudden) or evolutionary (slow). The diverse areas of change include change in technology, change in population, change in economic structures and systems, change in policies of government, change in employee attitudes behavior Johansson, L.G (2004).These changes create obstacles for the management through threats and challenges.

Managers have to tolerate the problems caused due to the changes and act upon them delicately in order to avoid or reduce the effects of these problems on the survival, operation and growth of the organization. Efficient managers can predict the problems that are probable to occur and try to check them. As pointed by Johanson, L.G (2004), successful managers deal with foreseen problems and unproductive managers struggle with unforeseen problems. The difference lies in planning. Managers have to foresee to make the future favorable to the organization in order to achieve the goals effectively. They introduce action, conquer current problems, avert future uncertainties, adjust the goals with the unforeseen environmental conditions and apply all their resources to achieve their goals.

According to (Megginson et al, 2002) “to have an organization that looks forward to the future and tries to stay alive and prosper in a changing world, there must be active, vigorous, continuous and creative planning”. Thus, there is a superior need for planning in order to keep the organization dynamic in a changing situation of uncertainty Johanson ,L.G(2004)..

2.1.8 Factor Affecting Human Resource Planning

External and internal issues are the factors that impel human resource planning. An issue is any event or trend that has the potential to affect human resource conclusions, such as employee motivation, turnover, absenteeism, the number and types of employees needed etc. External

issues are events or trends outside of the organization, such as work force demographics and technology. Internal issues refer to events or trends within the organization, such as business strategy, organizations structure and company profitability Johanson ,L.G(2004).

2.1.9 External factors

Government Policies: Policies of the government like labor policy, industrial relations policy, policy towards reserving certain jobs for different communities and sons-of-the soils, etc. affect the Rothwell,W.J (2002).

Level of Economic Development: Level of economic development determines the level ofHRD in the country and thereby the supply of human resources in future in the country.42 Human Resource Management

Business Environment: External business environmental factors influence the volume and mix of production and thereby the future demand for human resources. **Level of Technology:** Level of technology determines the kind of human resources required.

Level of technology: Organizations had invested high amounts on information technology during the 1980s. Given the size of the investment, a range of changes in the human resource area have occurred. Human resource requirements have decreased drastically because of technological changes. There are many organizations that have declared plans to decrease its workforce to around 50 percent employees as an outcome of technological changesRothwell,W.J (2000).

International factors: Rothwell,W.J (2010), Lanners face major barriers while formulating an HRP. Some of the significant ones are as follows: HR practitioners are considered to be experts in handling and managing personnel matters but are not experts in managing business. People question the importance of making HR practices futuristic and the role assigned to HR practitioners in formulation of organizational strategies.

According to peter J.Dawlling (2008) , human resource information often is unsuited with other information used in strategy formulation. Strategic planning efforts have long been oriented towards financial forecasting, often to the limitation of other types of information. Financial forecasting takes priority over HRP. Conflict may exist between short term and long-term HR

needs. For example, there arises as 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 faith that HR needs can be met instantly because skills are available in the market as long as wages and salaries are competitive. Therefore, long term plans are not required, short term plans are only needed. There is variance between quantitative and qualitative approaches to HRP.

Human Resource Planning is a decision making process that unite activities such as identifying and acquiring the right number of people with the proper skills, motivating them to achieve high performance and creating interactive relations amid business objectives are resource planning activities. HRP sets out requirements in both quantitative and qualitative terms. Accurate manpower plan is a vision. A common mistake of many managers is to focus on the organization's short term substitution needs. Any human resource plan, if it is to be effective, must be derived from the long term plans and strategies of the organization peter J. Dawlling (2008).

Outsourcing: is a process where company hires external experts for a given period of time in order to done some specific jobs which cannot possessed by the company man power Rothwell,W.J (2010),

2.1.10 Internal Factors

Company policies and strategies

Many businesses nowadays are varying their organizational structure. Organizational structure refers to how work tasks are assigned, who reports to whom, how communications and decisions are made etc. As a part of their reorganization/restructuring a few companies are creating teams to carry out the work. The approach that a company assumes in carrying out business is referred to as its business strategy/policy. For example, a particular company may adopt strategy on quality improvement, cost reduction etc. It is imperative for organizations to supervise both the internal and external environment to foresee and understand the issues that will affect human resources in the future Johansson, L.G (2004).

Human Resource Policies: Tracy, W.R. (2003). Human resources policies of the company regarding quality of human resource, compensation level, quality of work life, etc. influences human resource plan.

Job Analysis: Fundamentally, human resource plan is based on job analysis. Job description and job specification determines the kind of employees required Tracy, W.R. (2003).

Time Horizons: Companies with stable competitive environment can plan for the long run whereas the firms with unstable competitive environment can plan for only short-term range Tracy, W.R. (2003).

Type and quality of information: types of information are a data that are transferred into a meaningful term. There are two types of information that is internal and external information Tracy, W.R. (2003).

Internal information: -information that are generated from within the company, it may be from the data base of the company, manuals and letters between different departments Tracy, W.R. (2003).

External information: Information received from external sources through formal mode of communication. It includes information regarding market new technology Tracy, W.R. (2003).

Quality of information: is the reliability, truth and accurateness of the information or terms derived from a source that one generated from internally or externally Tracy, W.R. (2003).

Companies operation polices: a policy that guide the principle, procedure, ways and methods of business operation what would be undertaken by the company. The operation may include production policy. manufacturer, policy service rendering policy Tracy, W.R. (2003).

Trade union: is an association which is framed by employee to act on the behalf of them in order to negotiate with management important issues such as pay and working conditions. Tracy, W.R.(2003).

2.1.11 Human Resource Planning Process (Model)

To ensure that appropriate personnel are available to meet the requirements set during the strategic planning process, human resource managers engage in employment planning. The

purpose of this planning effort is to determine what human resource management requirements exist for current and future supplies and demands for workers MizraS.Saiyadain (2003)

(i) Assessing Current Human Resources

Vikstrom, A and W (2010), assessing current human resources begins by developing a profile of the organization's current employees. This internal analysis includes information about the workers and the skills they currently possess. In arena of sophisticated human resource information systems software (HRIS), it is not too difficult for most organizations to generate an effective and detailed human Resources inventory report Vikstrom, A and W (2010).

The input to this report would be derived from forms completed by employees and checked by supervisors. Such reports would include a complete list of all employees by name, education, training, prior employment, current position, performance ratings, salary level, languages spoken, capabilities and specialized skills Mizra S. (2003). From a planning viewpoint, this input is valuable in determining what skills are currently available in the organization.

(ii) Determining the Demand for Labor

Once an assessment of the organization's current human resources situation has been made and the future direction of the organization has been considered, it's time to develop a projection of Future human resource needs MizraS.Saiyadain (2003).

(iii) Predicting the Future Labor Supply

By determining future human resource requirements, that is, by estimating as closely as possible how many employees the organizational unit of interest will need in each job category by the end of the planning period to do the work that will have to be done. As the figure below shows (in the left-hand column), the logical place to begin this process is with an organization's business plans. This information tells the human resource planner whether volumes will be going up, staying about the same, or going down MizraS.Saiyadain (2003).

Requirements Analysis (Demand)

Availability Analysis(Supply)

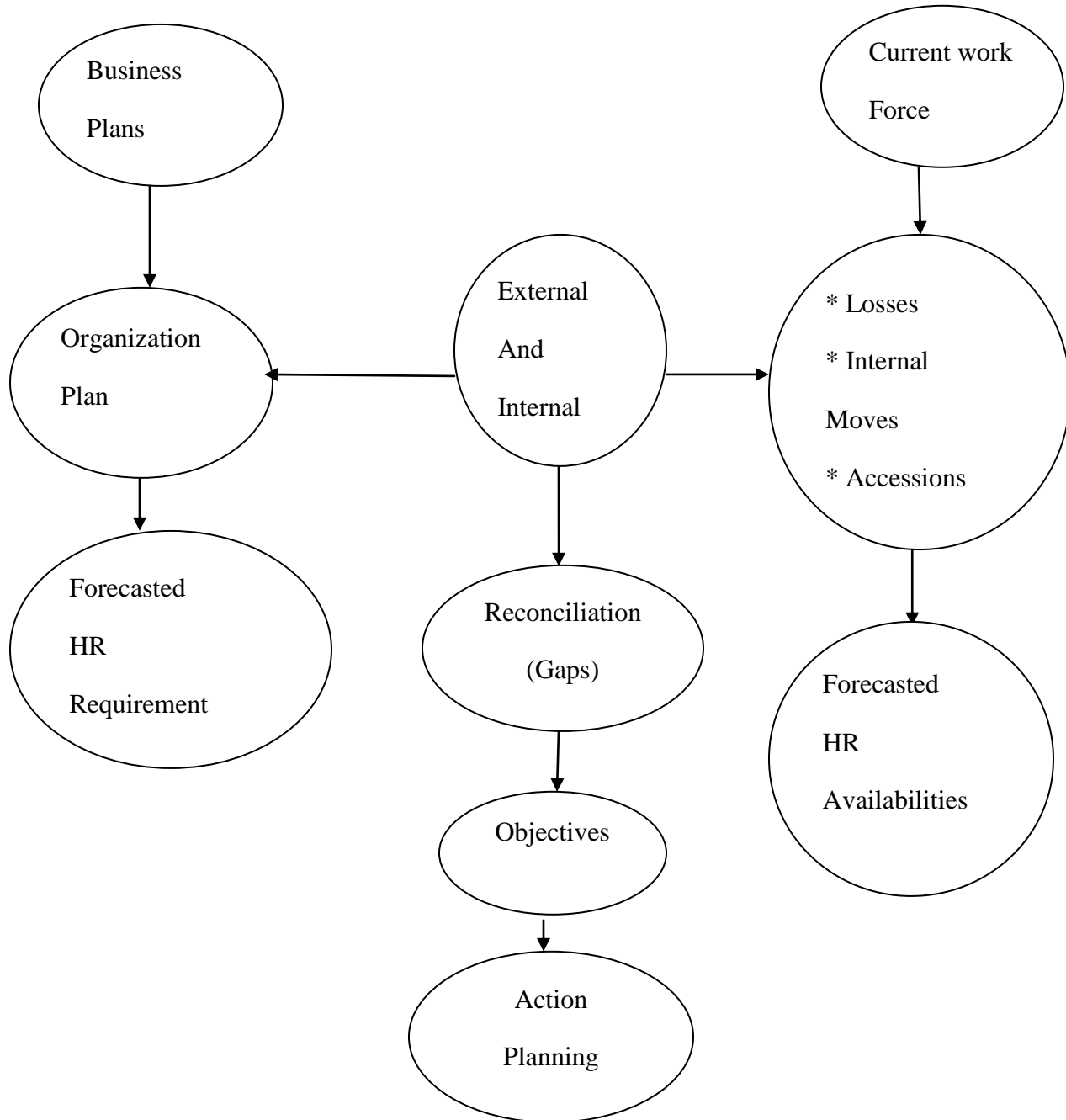


Figure 2 Human Resource Planning Process

Source: Personnel/Human Resource Management Book of MizraS.Saiyadain (2003).

MizraS.Saiyadain (2003), maximizing employee productivity and minimizing head counts (and thus labor costs); in the later, it might be much more concerned with maximizing employee flexibility and adaptability even at the expense of having a few extra people around. Also, the employees probably would have to be more skilled. In addition to volumes and strategies, business plans usually reveal whether or not there will be any changes in the basic technologies the organization uses to make, market, and distribute its products or services. Such changes typically are introduced as a means of increasing employee productivity requirements. They also usually alter the skill requirements of jobs, and thus the nature of the job categories that are being planned for MizraS.Saiyadain (2003).

(iv) Determining Future Human Resource Availabilities

On the above discussion we considered internal factors. We will now review those factors outside the organization that influence the supply of available workers. The potential supply can differ from what one might conclude by looking only at the visible sources of supply. The task here is to estimate the numbers and types of employees that will be available in various job categories at the end of the planning period. The right-hand column of the figure shows the basic process MizraS.Saiyadain (2003).

MizraS.Saiyadain (2003), it all begins with an inventory of the employees expected to be in the various job categories (obviously the same ones for which human resource requirements were established) at figures are subtracted anticipated losses during the planning period due to retirements, voluntary turnover, and other reasons (involuntary turn-over, transfer to other units, and leaves of absence). Then it is necessary to make internal adjustments (plus and minus) across job categories to account for anticipated promotions and demotions.

2.1.12 Challenge of Human Resource Planning

Human resource planning is faced with a series of difficulties which result into challenges that the planners face. Among the main challenges are: Forecasting the macro environment of the firm, gathering information about the workforce in each institution, accurate

information and analysis on personnel costs, information about the labor laws and regulations, the existing personnel policies of each institution, the capacity to understand the new job competencies needed and develop new staff roles and training for employees, mechanisms for improving organizational and employee performance and improvement in work processes, information about performance-based contracts and incentives and capacity to develop the necessary systems, change management process and Performance management and supervision systems ,Jackson E.S and Schuler SR,(1990).

The dynamic nature of the environment of corporate planning particularly with respect to human resource planning creates major difficulties in predicting the future state of affairs. The result is that human resource planning horizon is increasingly getting shorter and is less accurate than years before.Planners must increasingly develop flexible planning scenarios leading to contingent plans Jackstone’s and Schuler SR,(1990). Planners, policy makers and leaders of institutions need up-to –date, accurate data on employees in order to plan and implement changes in a rationale, efficient and humane way. They need to know what human resources exist and the information about the capacity of this workforce. Planners require information on numbers of employees, their salaries, positions held, professional qualifications, managerial and supervisory experience, training received, their capacities, their professional development needs, and their seniority and contract terms Jackson E.S and Schuler SR,(1990).

2.2 Empirical Review

Michael,(2006) has shown that “the human resource takes place within the context of the organization. The extent to which it is used, and the approach adopted, will be contingent on the extent to which management recognizes that success depends on forecasting future people requirement and implementing plan to satisfy those requirements. The approach will also be affected by the degree to which it is possible to make accurate forecasts. Organizations operating in turbulent environments in future activity levels are difficult to predict may relay on ad hoc and short term measure to recruit and keep people.

However, even these businesses may benefit from those aspects of human resource planning that are concerned with policies for attracting and retaining key staff". As yaw opokumensah, (2010) points out For an organization to get the right number of people to do a particular task, human resource must be forecast. Forecasting require that an organization determines the number of future workers, with the specialized skills and ability needed over a period of time. Availability forecasting is to determine the number of needed employees the organization able to hire.

A study by Anya Chioma,(2017) confirmed there is a significant relationship between human resource planning and organizational performance and that the relationship between the variables is moderated by organizational structure. Human resource managers should continually carryout manpower audit and planning to determine in advance the demand and supply situation in the labor market prior to recruitment of employees.

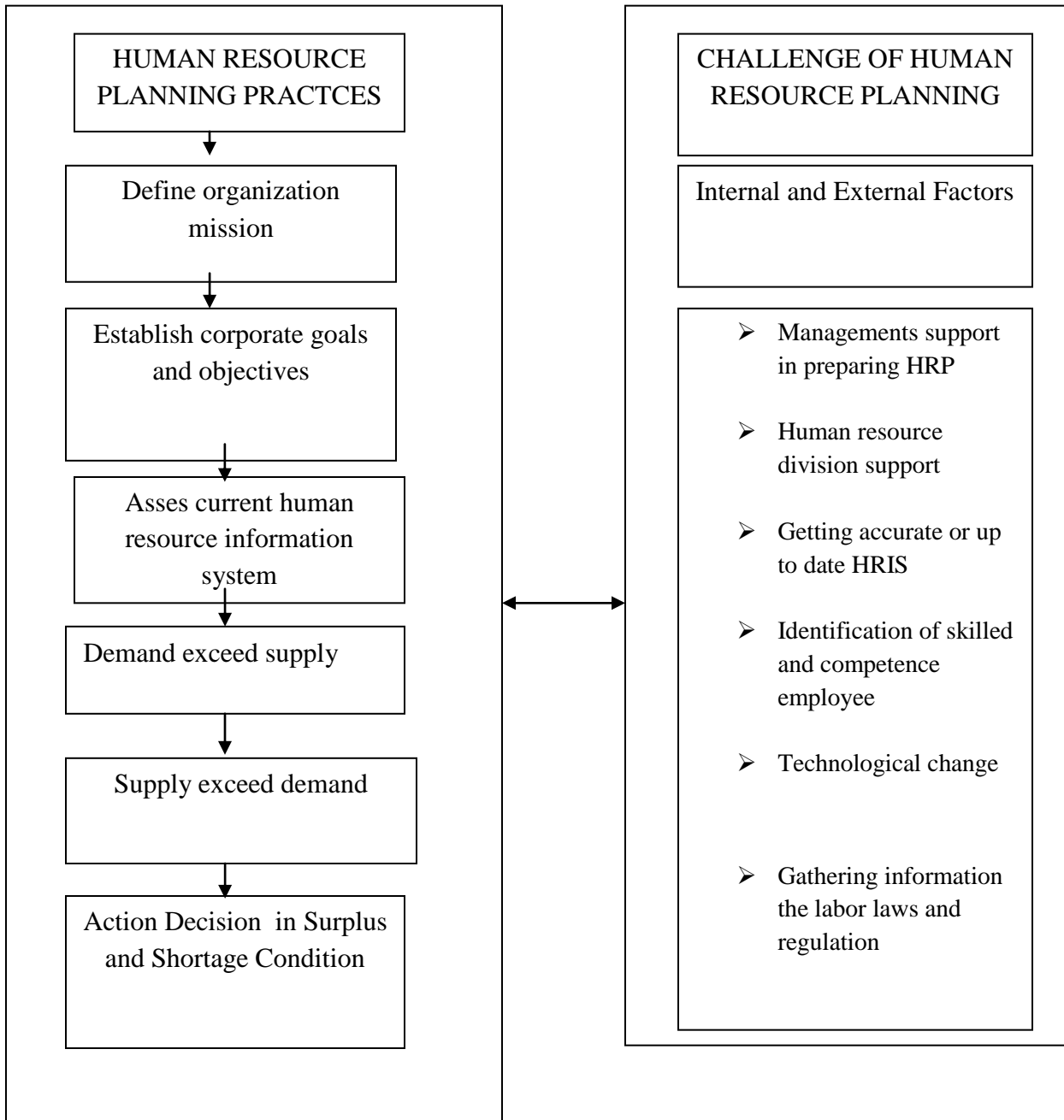
Chioma,(2017), the implementation of human resource planning has led to employee productivity, machine efficiency, customer alignment and satisfaction, quality and quantity of service. By having the right number of human resources at a specific time to carry out organizational services, it will help the organization to increase in their performance and productivity which in turns helps to achieve the strategic objectives and goals of the organization very easily Chioma,(2017).

Zafar et al (2010) analyzed e-human resource management practices using a case of state Bank of Pakistan. The knowledge-intensifying process of the economy and the correlated rise of organizational networks, with their greater dependency on qualified and committed employees; identify the need for a form of human resource management that meets the demands and needs of the management and the employees.

So in IT based today economy the need for e- HRM has become imperative to meet the HR challenges of 21st century. E-human resource management in Pakistan is its initial stages. There are changes taking place in the IT landscape of Pakistan. There are of hurdles that are to be met with. The purpose of their was to know where Pakistan stands in terms of IT adoption especially in the HR field and at what level e-HR is being implemented ,at its major institutions like state bank of Pakistan Zafar et al (2010).

According to (Zafar et al,2010) the result of this, showed that as the latest advanced technologies offer the potential to streamline many organizational function ,so is case with HR. The state bank of Pakistan was increasingly utilizing information technology (IT) to design and deliver their HR practices. A lot has been done and much more is yet to be achieved in this regard.

2.3 Conceptual Framework



Source: Developed on Literature Review

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter is devoted to research design and methodology of the study which contains the research design, study population, sample and sampling techniques, source of data (primary and secondary data source) instruments reliability and validity as well as the ethical issues considered. Analysis procedures of data collection, method of data analysis and brief description of the research site in ECWC.

3.1 Research Design and Approach

Research design is a model or an action plan upon which the entire study is built and need to fulfill a particular purpose within the practical constraints of time and money. It dictates the procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis (Cresswell, 2009). To describe the state of affair as it exists at present the research is conducted in a descriptive research design the objective of descriptive research is ‘to portray an accurate profile of events or situations’ (Robson 2002).

The study used descriptive survey, thus data on the human resource planning and challenge was systematically collected from the respondents. Quantitative data were collected from the respondents.

The rationale for using the descriptive survey is that it helps in telling what the situation is in a systematic manner (Robson 2002); it involves collection of accurate data for the purpose of determining the current nature of the subject of study that is the human resource planning practices at Ethiopian Construction Works Corporation.

3.2 Population, Sample Size and Sampling Techniques

An appropriate sample size are determined that considers level of precision, level of confidence and degree of variability. In the case of this study, the target population for this study is the management of ECWC based in Addis Ababa. The management of ECWC is used because of human resource planning and management practices affects them directly. The target population of the study ,therefore, include all those individuals who are working in managerial

positions at the head office. The applicable target population in this research study is ninety six (96), including those who are in management position at ECWC head office.

Thus, the research chose to use census inquiry to involve the whole population in the study as the number of the population is manageable and involving the whole population helps to obtain the highest occupation. Using census is thus essential in that it eliminates the sampling bias which would have otherwise compromised the accuracy of the study findings Clief, S.M(1995).

Table 3.2.1 Population, Sample Size and Sampling Techniques

No	Category	Population size	Planned Sample size	Instruments used
1	Deputy executive	6	6	Questioner
2	Division head	60	60	
3	Team and section leader	30	30	
Total		96	96	

Source: ECWC human resource and facility management (Jan, 2018)

3.3 Sources of Data and Data Collection

3.3.1 Sources of Data

After getting an official permission from the concerned authority of the corporation, the target population managers of the corporation from team leaders up to executive managers were requested and showed their willingness to fill in the questionnaire. Based on this, the data gathering process has been undertaken by using a combination of both primary and secondary sources.

Primary Source of Data: The questionnaire contains 24 items to be filled by the managers of the corporation in the form of Likert's 5 rating scale and a choice that is marked at the box in order to gather **quantitative** information.

Linkert scale, vigderhous (1977) was used to determine the level of agreement of the respondents with the statement presented where 1,2,3,4 and 5 started for strongly disagree ,disagree ,neutral ,agree and strongly agree respectively with five points scales. The intervals of breaking the range in measuring each variable were calculated as follows based on the formula developed by vigderhous.G (1977).

$$\text{Range} = \frac{(\text{max}-\text{min})}{5} = \frac{(5-1)}{5} = 0.8 \quad \text{Agreement Level.}$$

Accordingly, the transaction of the level of ranking is analyzing based on the calculated range as follows:

- Agreement level 1 - 1.80 means strongly disagree.
- Agreement level 1.81 - 2.60 means disagree.
- Agreement level 2.61 - 3.40 means Neutral.
- Agreement level 3.41 - 4.20 means agree.
- Agreement level 4.21 - 5.00 means strongly agree.

The level of management "permissible" Statistical Analysis in Social Research. The Pacific Sociological Review, 20(1). Retrieved from JSTOR: <http://www.org/stable/1388904>. Zikmurd, Babin and Friffin (2010).

Secondary Sources of Data: In addition to the primary data, secondary data have been used to analyze supportive evidences putting the situation in the context of the ECWC. The researcher tried to use different types of journals, articles, annual reports, authorized and related publications available in the documentation centers and libraries.

3.3.2 Data Collection Method

The main research tools or instruments used for collecting the primary data were questionnaire. Questionnaire is the appropriate method for descriptive research study. For the purpose of this study questionnaire was used because it helps to collect data from large number of respondents in different locations. It also provide respondents feeder to give their opinion without the interface of the research Louis Cohen L M (2007).

It also helps standardized data from identical questions without the need of face to face interaction. Moreover, it saves time and other resources. In addition to these advantages, the survey questionnaire also enables one to collect standardized information in respect of the same variables for everyone in the sample selected (Parfitt,1997; cited in Zahari,2007). This makes the questionnaire an indispensable tool in gathering primary data about people, their behavior, attitudes, opinions and awareness of specific issues. Based on the above reasons questionnaire was used to collect primary data.

3.3.3 Procedures of Data collection

After the adaption and customization of instruments is done, all questionnaire items were prepared in English language. After it is commented and edited by linguistic professionals and the thesis advisor, the final version was distributed for pre-testing purpose.

3.4 Method of Data Analysis

Data analysis usually involves reducing accumulated data to a manageable size, developing summaries, looking for patterns and applying statistical techniques, scaled responses on questionnaires and experimental instruments often require the analyst to derive various functions, as well as to explore relationships among variables Cooper, Diamond A. (2006).

Data was processed by using Statistical Package for Social Sciences (SPSS) and analyzing employing descriptive statistics the responses to the questions were itemized and the open ended questions were sorted according to thematic areas. The categories were clustered into themes and through the process of reduction, patterns emerged as suggested by Miles and Huberman, (1984:90). The data were thus analyzed using frequency count, percentage, mean, and standard deviation. An assessment of the current situation on human resource planning practices and challenge at ECWC. All issues were analyzed and sorted based on the obtaining situation in the corporation of HR plan and the strategic plan for the corporation. Their scope, impact and their applicable actions were also considered and those issues that survived this screening process but have a direct impact on the operations of the corporation was addressed effectively.

Pilot-testing

It is always desirable to pilot-test the data collection instruments before they are finally used for the study purposes at least using a convenience sample. Such pre-testing may uncover ambiguity, lack of clarity or biases in question wording which should be eliminated before administering to the intended sample eventually to get high response rate. To assure this rule, the researcher has distributed 10 questionnaires for conveniently selected respondents. Thus, in the pilot-test, pilot respondents were asked to comment on substance of questions against objectives of the study, length of the instrument, format, wording, language translation, item redundancy and word sequencing Belcourt M & K (2017).

In this study, after making all the necessary amendments, based on the feedback obtained from the pilot test, the research developed the final version of the questionnaire to the concerned respondents were give a one week's time to complete the questionnaire, and the completed questionnaires were out the end collected personally by the researcher. This helped to enhance the response rate of the questionnaires distributed.

3.5 Reliability and Validity of Instruments

3.5.1 Reliability Assurance

Reliability is the degree to which the measure of a construct is consistent or dependable. In other words, if we use a certain scale to measure the same construct multiple times, we will get pretty much the same result every time, assuming the underlying phenomenon is not changing. This research has administered the most commonly used internal consistency reliability measure of Cronbach's alpha which was originally designed by Lee Cronbach, (1951). Reliabilities less than 0.6 are considered to be poor, those in the 0.7 range to be acceptable and those over 0.8 are good PriyaC.and D(2015),.

The reliability coefficient closer to 1 is better. Therefore, this research study reliabilities is .788 which means the range between 0.7 to 0.8 acceptable.

Pilot testing

Table 3.4.1 Pilot testing

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	0.0
	Total	10	100.0

Reliability Statistics

Table 3.4.2 Reliability Statistics

Cronbach's Alpha	N of Respondents	N of Items
.788	10	21

3.5.2 Validity of Instruments/ Methods

Measures are good if they proved to be consistence and accurate. Consistency is the concern of reliability and accuracy deals with how measure assessed the intended concepts. Thus, validity is the accuracy of a measure that is ,the extent the instrument measures what it is supposed to measure Blaskey,M.S.(2003).

In this study, the instruments were carefully designed and then review by subject experts, who are acknowledgeable in the area. Moreover, the instruments were evaluated by the thesis advisor thoroughly. Based on the feedback obtained from the subject experts and the thesis advisor, the instruments were modified and further enriched finalized in a form that they would be clear and understandable to the participants of the study.

3.6 Ethical Considerations

Many people are willing to disclose a lot of personal information during our research so we need to make sure that we treat both the participants and the information they provide with honesty and respect Clief S.M.(1995).

in this study ,the researcher assured the respondents that at most efforts would be made to protect the confidentiality of the respondents' personality. Participants were provided with a survey questionnaire containing a brief explanation of the purpose of the survey and its benefits and details regarding participant's confidentiality in the covering letter. To ensure anonymity, respondents were not instructed to indicate their names in the questionnaire and the researcher ensured that no individual would be implicated in the study. Moreover, the study was conducted with the consent of the organization and the respondents as well. On the other hand, all sources consulted for the purpose of the study were duly acknowledged.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter analyses and discusses the findings. The study has attempted to examine some general aspects of current state of human resource planning practices and challenges of Ethiopian Construction Works Corporation by gathering information from managers of the corporation through questionnaire.

4.1 Response Rate

There were 96 (ninety six) respondents and all are answered and returned all questions. To generate a fair information the questionnaires' were distributed at different work sections, and departments of the corporation. All the data generated from the questionnaire were processed and analyzed in a descriptive method and interpreted by giving reasonable explanations of the result.

Table 4.1.1 The Respondent Rate of Response

Questionnaire	Number	Percent
Number of Questionnaires Distributed	96	100%
Number of Questionnaires Collected	96	100%
Number of Questionnaires Unreturned	96	0

The questionnaire was distributed to ninety six (96) management employees. All ninety six (96) were kind enough to fill the questionnaires properly and returned on time. The data acquired were summarized in detail as indicated below. This chapter is classified in to two main parts. The first parts presents the demographic data of the respondents involved in the study, the second part on the other hand, deals with the analysis and interpretation of the data collected for the study.

4.2 Demographic Data of Respondents

In order to generate some personal information about respondents status who participated in this study, a number of questions were asked regarding gender, educational level and year of service of the respondents. The data are summarized in a table describing their frequencies and percentages as follows:

Table 4.2.1 Demographic Data of the Respondents

Demographic Characteristics		Respondents response	
		Frequency	Percent
Gender	Male	64	66.7
	Female	32	33.3
	Total	96	100.0
Educational level	Diploma	2	2.1
	First degree	34	35.4
	Second degree	60	62.5
	Total	96	100.0
Year of service on managerial position.	For 1-3 years	8	8.3
	For 4-6years	25	26.0
	For 7-9years	31	32.3
	For 10 years & above	32	33.3
	Total	96	100.00

Source: Own survey,2019

From Table 4.2.1 above, the following facts can be inferred. Thus, out of ninety six(96) respondents who answered the questionnaires, sixty four respondents representing (66.7%) were males and thirty two respondents representing (33%) were females. This implies that majority of respondents who are the corporation managements were dominated by male. The reason could be that, tertiary level qualification is basic requirement for managerial position in ECWC. This is the level where in most cases male out-number females. As regards educational background, the data indicates that 2.1% (2) of the respondents are diploma

holders, 35.4%(34) of them have first degree, and 62.5% (60)of them posses second degree. This implies that, majority percentage of ECWC managers have second degree holders, this situation resulted that the corporation would have had human development policy may such which encourages for educational career.

Regarding the years of service of respondents in managerial position the data It show that 8.3% (8) of the respondents have been in managerial positions between 1-3 years; 26.0% (25) of them have been in managerial positions from 4-6 years; 32.3% (31) of them have been serving in managerial positions for 7-9 years and 33.3% (32) have a managerial experience of 10 years and above. This implies that, more than one-half of ECWC management employees have 7 years of managerial work experienced, and majority percentage of managers of the corporation were senior and high experienced on managerial position who exposure for human resource planning and management practices and challenges of the corporation.

4.3 Analysis of collected Data

In ECWC the availability of up-to-date information and access of determinant factors during human resource planning process such as human resource information system or ERP (Enterprise Resource Planning) system, job analysis, skill inventory, strategic business plan, knowledge about the present human resource policy of the corporation 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 corporation regarding human resource issues are very critical to make effective the preparation of the human resource planning of each work offices within ECWC.

Table 4.3.1 Human Resource Planning Practices at ECWC .

No	Responses								
	Item/Statement		SD (1)	D (2)	N (3)	A (4)	SA(5)	M	ST/D
1	ECWC Define organizational mission.	Frequency	1	15	8	56	16	3.74	.954
		percentage	1.0	15.6	8.3	58.3	16.7		
	The Corporation establish corporate goals objectives.	Frequency	2	24	26	38	8	2.28	.992
		percentage	39.6	23	25	2.1	8.3		
3	Assessing current human resource information/HRIS/ made by the Corporation.	Frequency	4	31	29	30	2	2.95	.944
		percentage	4.2	32.3	30.2	31.3	2.1		
4	ECWC estimates future HR need based on demand forecasting techniques.	Frequency	17	31	22	22	4	2.64	1.14
		percentage	17.7	32.3	22.9	22.9	4.2		
5	ECWC estimates future source of supply based on supply forecasting techniques.	Frequency	38	43	15	0	0	1.78	.707
		percentage	39.6	44.8	15.6	0	0		
6	Comparison demand for and supply of HR made by the Corporation.	Frequency	16	34	21	23	2	2.59	1.09
		percentage	16.7	35.4	21.9	24	2.1		
7	ECWC develops action plan when there is surplus/ shortage of demand occurred.	Frequency	12	45	19	15	5	2.83	1.05
		percentage	12.5	46.9	19.8	15.6	5.2		

Source: Own survey, 2019

Table 4.3.1 above presents the reaction of respondents on how the HR planning process is carried out ECWC. As can be seen from item 1 of the table, majority of the respondents (75%) agreed and strongly agreed on the statement of the corporation possesses sound human resource planning policy. Accordingly, the value of item 1 shows on the table is 3.75 which indicates an agreement level of the range between (3.41-4.20) that implies, the majority of the respondents agreed that ECWC possesses sound human resource planning policy properly.

As indicated in item 2 of the table, the respondents were asked ECWC utilizes its human resource planning policy properly, about (63%) that is majority of the respondents confirmed that HRP not utilizes or conducted the corporation policy properly. Similarly, the mean value is 2.28 this shows the range between an agreement level (1.81-2.6) that implies majority of the respondents disagreed regarding the corporation utilizes or conducted the corporation policy properly.

It is obvious that human resource policy should be clearly stated for the management and employees of the organization in providing quality of human resource and quality of work life through HR planning.

Accordingly, the respondents were asked whether job analysis is conducted to facilitate the human resource planning process of the corporation, as shown in item 3 of table 4.3.1 above as can be inferred from the responses, about (36%) disagreed. On the other hand, the mean value of this item is 2.95 which is an agreement value ,the range between (2.61-3.40) this confirms that majority of the respondents whose to remain silent(neutral).It indicates that job analysis of the corporation is not conducted consistently and not recognized as an important basis for getting information in facilitate HRP.

On the statement regarding the corporation takes skill inventory for human resource planning as can be seen from item 4 of the table, majority of the respondents (50%) agreed and strongly agreed that the corporation takes skill inventory for human resource planning and the mean value of this item is 2.64 that indicate an agreement level, the range between (2.61-3.40) that confirmed majority of the respondents whose to remain silent(neutral).

Concerning about maintain and utilizes human resource information system for taking inventory on current human resource competency,as shown in item 5 of table 4.3.1 above, about (85%) that is majority of the respondents strongly disagreed and disagreed, the corporation maintained and utilize human resource information system for taking inventory on current human resource competency. The mean value of this statement is 1.78 which indicates an agreement level of the range between (1.0-1.8) that implies majority of the respondents strongly disagreed.

The reason of not having modern skill inventory data which consists of the essential attributes of personnel data and lack of attention by the top management for personnel data, skilled

manpower to implement ERP(Enterprise Resource Planning)system modules and also lack of sufficient training for user division, department and section management and staffs.

Accordingly, the respondents were asked the corporation develops action plan when there is surplus/ shortage of demand, as shown in item 6 of table 4.3.1 above as can be inferred from the responses, about (52%) that is majority of the respondents strongly disagreed and disagreed in preparing action plan when surplus and shortage of demand of the corporation. The mean value of this item is 2.59 which indicates an agreement level of the range between (1.81-2.60) this implies that majority of the respondents disagreed.

It is obvious that, an organization develop action plan as important input for surplus /shortage of demand of human resource planning process. Regarding on the issues ECWC state alternative solution including early retirements, demotion, layoff and termination as shown in item 7 of table 4.3.1 above as can be inferred from the responses, about (59%)that is majority of the respondents strongly disagreed and disagreed. The mean of this item is 2.83 which indicates an agreement level of the range between (2.61-3.40) that confirms majority of the respondents whose to remain silent(neutral).

What can be concluding from item 1 to 7on the table 4.3.1 above, the average mean value of the items is 2.69 which indicated less than 3. This confirmed implementing HRP of the corporation is poor. Integration of business strategy and human resource strategy and planning is particularly important for long-range planning efforts.

It's also bring recognition of the potential contributions of human resource planning, line managers have taken on greater responsibilities for these planning efforts.

Therefore, regarding this the corporation respondents' responses are summarized in a table describing their frequencies and percentages mean and standard deviation as follows:

Table 4.3.2 linkage of HRP with Organizational Corporate Strategic Plan at ECWC

No.	Responses								
	Item/Statement		SD (1)	D (2)	N (3)	A (4)	SA (5)	M	ST/D
1	Efforts are made by the corporation to link human resource plan with the strategic business plan	Freque ncy	7	33	21	27	8	2.96	1.123
		Percent age	7.3	34.4	21.9	28.1	8.3		
2	Greater responsibility of managers in the contribution to human planning of the corporation	Freque ncy	14	40	15	23	4	2.61	1.127
		Percent age	14.6	41.7	15.6	24	4.2		
3	Integration are made by HR planning and its business plan of the corporation for long range planning efforts	Freque ncy	12	40	26	13	5	2.57	1.044
		Percent age	12.5	41.7	27.1	13.5	5.2		
4	Human resource planning and its strategic planning are highly integrated sharing quality of information	Freque ncy	10	36	27	19	4	2.70	1.037
		Percent age	10.4	37.5	28.1	19.8	4.2		

Source: Own survey, 2019

Table 4.3.2 above presents the reaction of respondents on linkage of HR planning with organizational corporate strategic plan. As shown in item 1 of the table, majority of the respondents (42%) strongly disagreed and disagree that efforts are made by the corporation to link human resource plan with the strategic business plan.

The mean value of this statement is 2.96 which indicate an agreement level of the range between (2.61-3.40) that confirmed majority of the respondents who's to remain silent(neutral).thus, they are in dilemma.

Similarly item 2 majority percent of the respondents (56.3%)strongly disagreed and disagreed greater responsibility of managers in the contribution to human resource planning of the corporation.

The mean value of this item is 2.61 which indicates an agreement level of (2.61-3.40) that confirmed the response of majority of the respondents is close to disagree. As shown in item 3 of table 4.3.2 above,(54%) majority of the respondents strongly disagreed and disagreed that integration are made by HR planning and its business plan of the corporation for long range planning efforts.

The mean value of this item is 2.57 which indicate an agreement level of the range between (1.8-2.60) this confirms majority of the respondents disagreed with the of statement .thus, there is no integration between the HR plan and business plan of the organization.

Concerning item 4as can be inferred from the responses, about (49%)of the respondents strongly disagreed and disagreed human resource plan and its strategic plan are highly integrated sharing quality of information made by the corporation.

The mean of this item is 2.83 which indicates an agreement level of the range between (2.61-3.40) that confirms majority of the respondents whose to remain silent(neutral).

As it is obvious, the purpose of human resource planning is to ensure the right people are in the right place at the right time, it should be linked with the strategic business plan of the corporation.

Therefore, what can be concluding from item 1 to 4 on the table 4.3.2 above, the average mean value of these items is 2.71 which indicated less than 3. This confirmed integration /linkage of human resource plan with organizational corporate strategic plan of the corporation is insufficient.

Some of the major problems in human resource planning practice in ECWC, as inferred from the primary and secondary data source, are: lack of integration of human resource planning with the strategic business plan, lack of fully computerized human resource information system or ERP system, lack of skill inventory data and lack of job analysis, lack of human resource division (HRD) support, technological development and change, political influence and standardizing for work measurement and lack of skilled manpower who have knowledge about human resource planning process and policy of the corporation. Therefore, the major challenge that the corporation faces in HR planning process is shown below:

Table 4.3.3 Major Challenges for Human Resource Planning Practices at ECWC

No	Responses								
	Item/Statement		SD (1)	D (2)	N (3)	A (4)	SA (5)	M	ST/ D
1	Getting accurate /up to date human resource information.	Frequency	18	29	26	16	7	2.64	1.18
		Percentage	18.8	30.2	27.1	16.7	7.3		
2	Facilitate office equipment for new staff and develop training	Frequency	5	15	19	45	12	2.54	1.06
		Percentage	5.2	15.6	19.8	46.9	12.5		
3	Managements support in preparing HRP	Frequency	7	24	13	29	23	2.61	1.29
		Percentage	30.2	24	13.5	7.3	25		
4	Forecasting the macro environment of the Corporation.	Frequency	4	20	12	36	24	3.42	1.19
		Percentage	4.2	20.8	12.5	37.5	25		
5	Coordination between HRD and others departments/sections.	Frequency	3	14	11	35	33	3.61	1.46
		Percentage	3.1	14.6	11.5	36.5	34.4		
6	Unable to know or get data or information about strategic business plan of ECWC during HRP preparation	Frequency	2	12	12	42	28	3.65	1.046
		Percentage	2.1	12.5	12.5	43.8	29.2		
7	Technological development /change.	Frequency	3	12	12	47	22	3.79	1.044
		Percentage	3.1	12.5	12.5	49	22.9		
8	Establishing relevant information about the existing staff among others.	Frequency	6	17	4	30	39	3.61	1.306
		Percentage	6.3	17.7	4.2	31.2	40.6		
9	Understand the new job competency needed.	Frequency	31	36	14	8	7	3.54	1.196
		Percentage	8.3	7.3	14.6	32.3	37.5		
10	Identification of knowledgeable ,skilled and competent employee for inside and outside the corporation	Frequency	4	15	12	42	23	3.59	1.129
		Percentage	4.2	15.6	12.5	43.8	24		

Source: Own survey, 2019

Table 4.3.3 above presents the reaction of respondents on major challenges for human resource planning practices .As can be seen from item 1 of the table ,(49%) majority of the respondents strongly disagreed and disagreed that the corporation develop new staff roles and training for employee. The mean of this item is 2.64 which indicates an agreement level of the range between (2.61-3.40) that confirms majority of the respondents who's to remain silent(neutral).

As shown in item 2 can be inferred from the responses, about (60%) that is majority of the respondents strongly agreed and agreed the capacity to understand the new job competency needed is exercised by the corporation. On the other hand, The mean value of this item is 2.54 which indicates an agreement level of the range between (1.8-2.60) this confirms majority of the respondents disagreed.

Regarding item 3 of the table, (54%) majority of the respondents strongly disagreed and disagreed that there is lack of management support in preparing planning by the corporation. The mean value of this item is 2.61 which indicates an agreement level of (2.61-3.40) that confirmed majority of the respondents whose to remain silent(neutral).

Concerning item 4, majority of the respondents (64%) strongly agreed and agreed managers of the corporation face challenge regarding lack of knowledge how to prepare human resource planning when they were preparing HRP. The mean value of this item is 3.42 which indicates an agreement level of the range between (3.41-4.20) this confirmed majority of the respondents agreed.

Similarly as shown in item 5,majority of the respondents (71%) said that strongly agreed and agreed regarding on the statement lack of human resource division support. The mean value of this item is 3.61 which indicate an agreement level of the range between (3.41-4.20) this confirms majority of the respondents agreed.

As it is obvious that, managers should considered coordination is essential and adds value on HRP process. Accordingly, the respondents were asked unable to know or get data or information about strategic business plan of ECWC during HRP preparation, as shown in item 6 of table 4.3.3 above as can be inferred from the responses, about (73%) that is majority of the respondents strongly agreed and agreed the corporation unable to know or get data or information about strategic business plan of ECWC during HRP preparation. The mean value of

this item is 3.65 which indicate an agreement level of the range between (3.41-4.20) this confirmed majority of the respondents agreed.

It is obvious difficult to forecast for future requirements and major challenge in order to utilized man power effectively, that results the imbalance of the work and needs to be performed.

On the statement regarding technological development /change faces in ECWC as indicated in item 7 of the table, the majority of the respondents (71%) strongly agreed and agreed that technological development /change is exercised by the corporation. The mean value of this item is 3.59 which indicate an agreement level of the range between (3.41-4.20) this confirmed majority of the respondents agreed.

Therefore, technological development /change conducted consistently and not recognized as an important basis for challenge HR practices of ECWC.

As shown in item 8, majority of the respondents (72%) said that strongly agreed and agreed regarding on the issue the corporation faces lack of coordination between HRD and others (Section, or Department or division).The mean value of this item is 3.61 which indicates an agreement level of the range between (3.41-4.20) this confirmed majority of the respondents agreed.

As it is obvious that, integration is essential for long range planning efforts and also a key for work hard to address the strategic needs and support by management of the organization.

Accordingly, the respondents were asked whether lack of accurate or up to date human resource information facilitate in HRD of the corporation, as shown in item 9 of table 4.3.3 above as can be inferred from the responses, about (69%) that is majority of the respondents strongly agreed and agreed there is lack of accurate or up to date human resource information of the corporation. The mean value of this item is 3.54 which indicate an agreement level of the range between (3.41-4.20) this confirms majority of the respondents agreed.

On the other hand, regarding on statement identification of knowledgeable, skilled and competent employee for inside and outside of the corporation majority of respondents (68%) strongly agreed and agreed regarding identification of knowledgeable ,skilled and competent employee for inside and outside of the corporation can be seen in item 10 table 4.3.3 above. The

mean value of this item is 3.59 which indicate an agreement level of the range between (3.41-4.20) this confirms majority of the respondents agreed.

As it is obvious, the dynamic nature of the environment of the corporate planning particularly in respect to HRP creates major difficulties in predicting future state of need to know HR exists and the information about the capacity of workforce. Therefore, identification of knowledgeable, skilled and competent employee for inside and outside conducted consistently and not recognized as an important basis for challenge HR practices of ECWC.

What can be concluding from item 1 to 10 on the table 4.3.3 above, the average mean value of these items is 3.4 which is greater than 3. This confirmed ECWC faces greater challenges in the process of human resource planning practices.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Major Findings

This study was conducted to examine the human resource planning practices and challenges at ECWC. The major finding questions addressed include the following: How is the human resource planning process carried out in Ethiopian Construction Works Corporation? To what extent is the human resource plan of the corporation linked /integrated with its strategic plan? What are the major challenges that the corporation is facing in the process of human resource planning? Seeking answers to these questions, a questionnaire was developed and distributed to ninety six management staff of ECWC who are based in the Head Office of the Corporation located in Addis Ababa.

Both secondary and primary data sources were used. The secondary sources were concerned data was collected from documents such as annual reports, strategic business plan of ECWC, brochures on the profile of ECWC, etc...

- As confirmed by majority of the respondents (75%) the corporation possessed sound human resource planning policy. However, quite considerable numbers of respondents (about half) do not agree that the corporation is committed to properly implement the policy while involved in human resource planning activities.
- The data indicate that there is no established trend of conducting job analysis to obtain information required for human resource planning in ECWC. Thus, job analysis information is not taken as a basis for human resource planning.
- Most of the respondents do not believe that the corporation is concerned to get its human resource plan integrated. Further, the data indicate that the contribution of the management staff in the human resource planning process is limited.
- The study revealed that the following are the major challenges that are obstructing the effectiveness and efficiency of the human resource practices of the corporation.
- Poor integration of human resource plan with the strategic business plan of the corporation.
- Insufficient complete human resource data base system.

- Poor skilled inventory data that resulted from the lack of HR data system.
- Inadequate job analysis information for standardize work measurements.
- Poor workforce with adequate knowledge and skills in systematically carrying out HR planning.
- Poor translation of HR planning policy in to practice.

5.2 Conclusions

The study is to examine human resource planning and management practices and challenges at ECWC knowledge on human resource planning, thus it was not well practiced by top management and human resource division managers. It also reveals that human resource planning was not aligned properly with the corporation strategic business plan, but the corporation majority of the management have awareness about the human resource planning policy even it was not incorporated on others policy of the corporation, as it had a guideline which was validated by Chief Executive Officer (CEO) of ECWC. This infers that considerable numbers of managers can understand how to use and to be consistent on the implementation and made. The study reveals that job analysis, skill inventory and HRIS or ERP system were very important for enrichment of human resource planning and recognized by the management but it wasn't applied. In addition the corporation didn't have skill inventory data and fully utilized HRIS or ERP system that support for strategic business plan and human resource plan preparation. It also sought to examine the relationship between job analysis or skill inventory or HRIS or ERP system and human resource planning and to extent they enhance for human resource planning process but somehow the corporation had a trial for implementation. This indicates the main determinant factors weren't fully applied in relating with human resource planning.

Furthermore, the study assed on the response for human resource planning, how it is carried out, management responsible for human resource planning as well as the challenges of ECWC practices.

Finally, the findings indicated that the existing human resource plans were not integrated into an overall strategy of the corporation and design appropriate means of averting these critical

problems which have great impact in the outcome of human resource planning practice. The study ends with a recommendation for ECWC towards the improvement of human resource planning and management practices.

5.3 Recommendations

This part of the study tries to give some possible resolutions to be taken by ECWC so as to alleviate the deficient parts in its practice and challenges of human resource planning and management.

- ☞ One of the problems that ECWC faced in carrying out its human resource planning practice was lack of fully utilized computerized human resource information or ERP system. In organization that maintains records and qualifications for thousands of employees, a manual system is not efficient and even feasible. Thus, to deal with the need to plan for human resource needs, the corporation shall be better to give attention and priority fully computerize its human resource information system in such a way that information will be provided in a timely manner to help make human resource decisions.
- ☞ Aligning human resource planning with strategic business planning has major role in successful achieving of the corporation objectives. Therefore, since the strategic business plan can only be realized when the right people are at the right times to do the right things, ECWC plans have prepared. To construct viable plans, the corporation strategists need information on the availability of personnel; to forecast requirements and availability of personnel; human resource planners need information on anticipated expansions or Contractions of the corporation. Only through an interactive or integrative linkage can both strategic business planning and human resource planning become truly effective.
- ☞ The human resource division should develop and implement a comprehensive training program for ECWC managers on human resource planning process, policy and procedures for its implementation and to be used fully others human resource policy and procedures. This would make management of ECWC proactive and resilient, end effectively propagate the corporation. Therefore, the corporation of human resource planning process and that of the strategic business planning process so that they both rely heavily upon each other and organizational effectiveness can substantially be improved.

☞ Lastly, everyone should be self-disciplined so as to execute both the corporation strategic business and human resource plans. ECWC management should know that for human resource planning to be effective it should be align with the corporation strategic business plan.

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Appendix Questionnaires

St. Mary's University

School of Graduates Students

Faculty of business

Questionnaires prepared for department and section managers of
Ethiopian Construction Works Corporation (ECWC)

Dear Respondents,

This questionnaire is designed to collect information on human resource planning practices and challenges of ECWC based in Addis Ababa. 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.

Confidentiality

As it has been mentioned above this questionnaire is for academic purpose that the response generated from this research will be kept confidential. Thus, your valuable response is highly helpful in the preparation and understanding of the title under the study.

How to Contact with the researcher

Please use the following Address:

TesmeyikiSimreteab: Mobile =+251-925-939095

Email: selamsimkiya@gmail.com

Thank you in advance for your cooperation.

General Direction

- It is not necessary to write your name in the questionnaire.
- please select your best choice for questions requiring optional response by putting make x on each the box provided and indicate your opinion by making a “X” for questions with rating scale (choice).
- 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)

PART I Demographic Data of Respondent.

1. Sex Male Female

2. Years of service on managerial positions

1 -3 4 - 6 7 -9 10 and above

3. Educational level:

Diploma 1stDegree (BA/BSC) 2ndDegree (MA/MSc) PhD

PART II Information Related to Human Resource Planning practices and challenges

□ 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 following rate scale provided.

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

NO.	Question Item	5	4	3	2	1
A Human resource planning process						
4	ECWC define organizational mission.					
5	The corporation establishes corporate goals objectives.					
6	Assessing current human resource information/HRIS/ by the corporation.					
7	ECWC estimates future HR need based on demand forecasting techniques.					
8	ECWC estimates future source of supply based on supply forecasting techniques.					
9	Comparison demand for and supply of HR made by the corporation.					
10	ECWC develops action plan when there is surplus/ shortage of demand occurred.					
B Human resource planning linkage with its strategic planning						
11	Efforts are made by the organization to link human resource plan with the strategic business plan.					
12	Greater Responsibility of managers regarding the contribution of human resource planning of the corporation.					
13	Integration are made by HR Planning and Its business plan of the corporation for long range planning efforts.					
14	HR Planning and Its strategic planning are highly integrated sharing quality of information of the corporation.					
C The major challenge that corporation face in HR planning process						
15	Getting accurate /up to date human resource information.					

16	Facilitate office equipment for new staff and develop training					
17	Management support in preparing HRP .					
18	Forecasting the Macro environment of the Corporation.					
19	Coordination between HRD and others departments/sections.					
20	Unable to know or get data or information about strategic business plan of ECWC during HRP preparation.					
21	Technological development /change.					
22	Establishing relevant information about the existing staff among others.					
23	Understand the new job competency needed.					
24	Identification of knowledgeable, skilled and competent employee for inside and outside the corporation					

Thank You for Your Cooperation!!!

ANNEX

ECWC ORGANAZATIONAL STRUCTURE

