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**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA-HR PROGRAM 2011**

**ASSESSMENT OF STRATEGIC HUMAN RESOURCE
PLANNING PRACTICE IN AWASH WINE SHARE COMPANY**

By:

NETSANET EYOUEL

ID No: -SGS/0434/2011

JUNE 2020

ADDIS ABABA, ETHIOPIA

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**THESIS SUBMITTED TO ST MARY'S UNIVERSITY SCHOOL OF
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION (HRM CONCENTRATION)**

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ACKNOWLEDGEMENTS

First and foremost, I thank the Almighty God for his support and protection in all aspects of my life.

I would like to express my sincere gratitude to my advisor Solomon Markos, (PhD), for his insightful reviews of this paper and for providing me wonderful guidance which made it possible for this work to see the light of day.

My special thanks go to my husband, Tieme Lissanework, for helping me, in taking care of our children, giving support and providing invaluable feedbacks on the paper. Moreover, he has been spending his time significantly while editing and proofreading the thesis. I am also grateful to my sons and daughter for dedicating their valuable family time understandably.

Finally, I want to thank Awash Wine Share Company, specially the HR Department staff and all who have participated in every aspect of the research without whose cooperation, this paper would not have been completed.

LIST OF ABBREVIATIONS AND ACRONYMS

ACRONYMS

CBSP Corporate Business Strategic Plan

HR Human Resource

HRD Human Resource Department

HRM Human Resource Management

SHRP Strategic Human Resource Planning

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ABSTRACT

Successful Strategic Human Resource Planning stresses the importance of identifying and gathering strategic information for the planning course of an organization, and the need for involving key managers and employees in the process. Having this in mind, the study was conducted aiming to assess the strategic human resource planning practices of Awash Wine Share Company. Both qualitative and quantitative approaches were adopted. Census method of sampling technique was used as the number of target respondents were limited in number. The data were collected from both primary and secondary sources. The primary source of data was collected from 38 sample respondents by using self-administered questionnaire and from three HR managers through interview. Accordingly, the data gathered were analyzed using Microsoft Excel and SPSS. The finding of the study revealed that Awash Wine Share Company's practice of communicating strategic HR plan is at early starting level. Thorough participation of stakeholders was not realized. In addition, the company's weak use of SWOT analysis is observed. Finally, it was concluded that the corporate business strategy was found to be not properly aligned to the strategic human resource planning. Hence, the research paper recommended that the company's formulation of SHRP should be participatory. More importantly, the SWOT analysis must surely be implemented ahead of time.

CHAPTER ONE

INTRODUCTION

This chapter deals with the background of the study that includes: statement of the problem; objectives of the study; significance of the study; scope of the study; limitations of the study; operational definition of key terms, and organization of the study.

1.1. Background of the Study

Human resource is the most important asset for any organization. It is the source of achieving competitive advantages. Without having adequate human resource, the organization will be unable to achieve established goals and objectives. This shows that strategic human resource planning is a key role of an organization.

In early discussions of human resource planning, Vetter (1967 pp272) defined it as “the process through which management determines how the organization should move from a current manpower arrangement to a more desired arrangement.” This suggests that using strategic planning, the management of an organization aims to have the right number and the right kind of employees, at the right place at the right time. This will proof to gain sustainable actions which result in long-term benefits to both employees and the employer. In other words, modern human resource planning, concerns the forecasting of the organization’s human resource needs for the future and the planning required to meet those needs. It requires not only the establishment of objectives, but also the development and implementation of certain programs. Among others are staffing and training to make sure people are present with the expected traits and proper skills when they are needed.

Strategic Human Resource Planning also involves the collection of data which can be used to evaluate program effectiveness and give notice when revision is needed. One of the objectives of planning is to facilitate organizational effectiveness. This will enable the plan to be integrated

with the organization's business objectives. Strategic human resource planning continues to receive increased attention due to such factors as the development of new technology, changes in economic conditions, globalization, and a changing workforce as stated in the (American Journal of Business Education 2009).

According to Rothwell & Kazanas (2003), strategic planning for human resources (SPHR) is defined as the process of anticipating long-term HR supplies and demands relative to changing conditions inside and outside an organization, and then crafting HR programs and other initiatives designed to meet the organization's needs for knowledge capital.

Fundamentally, William (2002) stated that strategic human resource planning helps to ensure that the right numbers of the right kinds of people are available at the right times and in the right places to translate organizational plans into reality. It involves assessing current levels and utilization of staff and skills, relating the internal elements to the market demand for the organization's products, and providing alternatives to match human resources with anticipated demand. The planning for human resources is fundamentally a dynamic process that endeavors to monitor and manage the flow of people into and out of the organization in order to achieve equilibrium. This process has to be taken into consideration the total corporate plan and the many environmental issues that affect the employment of people.

To this end, strategic 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 that any organization can accomplish its mission, goals, and objectives. Organizations are concerned about having an adequate supply of successors for their top-level positions who will have the experiences and skills needed to provide quality leadership in this century (Rothwell & Kazanas, 2003).

1.2. Background of the Company

In 1943, two Greek and Italian families initiated the idea to establish Awash Wine. The two ventures were nationalized in 1973 and regrouped in one entity that was named Awash Wine. Established in 1936, Awash Wine is Ethiopia's longest established wine maker. Since then, the company has grown to be one of the country's most loved brands- a market leader that is interwoven with the cultural fabric of the country.

In July 2013, Awash Wine was privatized, when London-based investor 8 Miles and local entrepreneur Mulugeta Tesfakiros teamed up to buy the winemaker. Since then, the company has made significant investments in equipment and marketing, as well as implementing a program aimed at reducing costs by eliminating waste.

The Upper Awash Valley is situated 180km South East of Addis Ababa with 517 hectares of prime land and 100 hectares of vines growing a variety of grapes. The perfect terroir, means that we harvest twice a year, a unique aspect of Awash Wine SC. In an idyllic location, the company has Merti Jeju vineyard, which harvests grapes and is then brought to wineries and one distribution center, Lideta, Mekanisa and Jemo branches, the company makes a wide range of six (Gebera, Axumite, Kemilla, Guder, Awash and Danikra) exceptional wines.

1.3. Statement of the Problem

In the current highly uncertain socioeconomic climate, the SHRP function is emerging as a focal human resource activity as it is increasingly becoming an essential and very prominent boundary spanning function. It becomes very common to hear about the imbalances between work that needs to be performed and the availability of skilled workers. As has been briefly discussed, the strategic human resource planning function plays a critical role in making sure that strategy implementation is effective throughout the organization.

The necessity of applying a strong human resource management in general and a sound human resource planning has not yet been realized and did not bring any meaningful result other than its being a theoretical knowledge. Similarly, Awash Wine Share Company has been a victim of such problem as it can be simply observed the mismatches between the company's corporate business strategy and the strategy human resource planning. The researcher, as one of the employees of Awash Wine itself, has a general observation as well as conducted a random and informal preliminary interview with HR director and some concerned individuals. Therefore, this study has intended to examine some general aspects of the current state of affairs in strategy human resource planning practice of Awash wine Share Company. This research study will also, examine how SHRP links with strategic business plan, how SHRP is acknowledged its importance by employees of the company who are working in managerial position.

Three years ago, the company has decided to expand the plant in order to introduce a new brand into an existing market. Although the company focused on expansion and strategy implementation mainly production and marketing plans, it has paid a disproportionately meager attention to strategic human resource planning which is very crucial to implement business strategy. The researcher believes that the strategic human resource planning plays an important role in human resource management. This is mainly because it is important to translate the objectives of the organization by determining the human resource required by the organization to achieve its strategic goals. In order an organization to manage its human resource, it must ensure effective strategic human resource planning. The main purpose of this study is, therefore, to assess the current strategic human resource planning practices and to suggest possible solutions and improvements to the organization under the study.

As a result, Awash could not manage and gain what is expected from the alignment of the two actors (business strategy and HR strategy). This is mainly because the strategic human resource plan was not ready to fill the mismatch between the launching of the new product and the demand and supply of the human resource need. As an example, after the project was successfully

completed, the company started to hire employees to urgently seal the gap within very short period. The HR department was not given enough time to recruit and train appropriate and qualified employees. Among those employed within that short duration below performance. In addition to this, some of them resigned within probation period.

1.4. Research Questions

In order to assess the strategic human resource planning practice of Awash Wine Share Company, the present study will consider the following specific and key questions:

- To what extent is strategic HR planning practiced by Awash Wine?
- To what extent is strategic human resource planning linked with the company's business strategic plan?
- What are the challenges affecting the execution of strategic human resource planning?
- What are the major factors to be considered in human resource planning practices?

1.5. Objective of the Study

1.5.1. General Objective

The general objective of this research is to assess the strategic human resource planning practices in Awash Wine Share Company.

1.5.2. Specific Objective

- To examine the extent of strategic HR planning practiced by Awash Wine?
- To evaluate the linkages between human resources planning and strategic business plan of the company.
- To assess the challenges affecting the execution of strategic human resource planning.
- To identify factors determining strategic human resource planning.

1.6. Definition of Terms

Strategic HRM: Strategic human resource management (SHRM) is an approach to the development and implementation of HR strategies that are integrated with business strategies and enable the organization to achieve its goals. In essence, strategic HRM is conceptual; it is a general notion of how integration or fit between HR and business strategies is achieved, the benefits of taking a longer-term view of where HR should be going and how to get there, and how coherent and mutually supporting HR strategies should be developed and implemented (Armstrong, 2008).

HR Strategy: HR strategies set out what the organization intends to do about its human resource management policies and practices and how they should be integrated with the business strategy and each other. Dyer and Reeves (1995) in Armstrong 2008, they are described by as internally consistent bundles of human resource practices ‘and in the words of Peter Boxall (1996) they provide a framework of critical ends and means’.

Strategic HR Planning: Human Resources Planning focuses on analyzing an organization’s HR needs as the organization’s conditions change, and then supplying strategies to help respond proactively to those changes over time. SHRP helps ensure that the right numbers of the right kinds of people are available at the right times and in the right places to translate organizational plans into reality (Rothwell and Kazanas, 2003).

1.7. Significance of the Study

Now a days, 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 saying, “Our people are our most important asset”. 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 such as Awash Wine.

In the view of the company, the outcome of this research paper is assumed to encouraging Awash management to develop a clear link between strategic business plan and human resource planning. It is also used to motivating Awash to review and reexamine its existing Strategic Human Resource Planning and management practice and make improvements in its SHRP practice. This in turn help Awash identify some of the current problems or challenges in performing strategic human resource planning and management processes and take corrective actions. Finally, and may be most importantly, it is believed to serve as a guideline for making policy in Awash.

On the other side, the results of the research paper are also expected to be used as a spring board for further research works to be conducted on areas of Strategic Human Resource Planning. It will also be used to forward some possible solutions to alleviate the problems which are manifested in human resource planning process. Finally, the researcher gains a vast and deep insight about the formulation and execution of Strategic Human Resource Planning of a company.

1.8. Scope of the Study

Conceptual Scope: The conceptual scope or boundary of this research is focused on the assessment of Strategic Human Resource Planning practice (assess the current practice, linkage, and factor affecting of Strategic Human resource planning). It also focused on the alignment between business strategy of Awash Wine S.C and strategic human resource planning practice of the company. In addition, determinate factors affecting strategic HRP and the challenges of strategic planning of human resource is assessed. Generally, the study focuses on strategical level not tactical or operational human resource management.

Methodological Scope: Methodologically, the present research paper is confined itself with a mixed type of research approaches. That is to mean that an approach focusing on the quality of data analysis (qualitative) and that method focusing on quantity of data (quantitate) approaches have been employed.

Accordingly, questionnaire for selected target groups has been distributed and analyzed. To make the outcome more valid, the researcher has also conducted semi-structured type of interview to top level managers. In addition to these, the writer has consulted the appropriate secondary sources.

Geographic Scope: Awash Wine has got four branches (Lideta, Mekanisa, Jemmo, and Merti-Jeju). The first three branches are located in Addis Ababa whereas Merti-Jeju is situated outside Addis Ababa. This research paper, however, has geographically made attention to the all branches. This is mainly because all the necessary data to answer the research questions take place in these branches. Moreover, the company's strategic plans are designed and formulated to meet the same objectives.

1.9. Limitation of the study

One of the difficulties this research has faced is reluctance of the company's employees to give adequate secondary data. As an example, it was very difficult to get documents related to SHRP and Business Strategy of the company due to both confidentiality and availability issues. And there were also lack of willingness among respondents to fill out the questionnaire due to busy production schedules. Moreover, there were not enough research papers conducted on related subject area—Strategic Human Resource Planning. Most papers are dealing with Human Resource Planning of different organizations. Furthermore, the present global pandemic, COVID-19, has been a serious problem to collect data on the right time.

1.10. Organization of the Study

This research paper is structured under five chapters. The first chapter is dealing with introduction which includes research background, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study, definition of terms and finally organization of the study.

The second chapter is composed of review of related literature. In this chapter there is definitions of terms related to SHRP, concept of strategic human resource planning, why is Strategic planning for human resources needed; the strategic HR planning process; integration strategic HRP and HR; linking strategic planning and strategic human resources planning; determinants of strategic HR planning; review of empirical literature.

Chapter three is discussing about research design and approach, types and sources of data, data collection methods, target population, data collection instruments and ethical consideration.

The fourth chapter is all about presentation, analysis and interpretation of data. The collected data from both primary and secondary sources are properly presented and analyzed in this chapter.

The final chapter is composed of the summary of findings, conclusion and recommendation for the study. In this part proper conclusion of the overall part of the paper and some recommendations and possible suggestions are forwarded based on the research findings.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

The review of related literature for Strategic Human Resource Planning part encompasses three parts; the Theoretical literature, Empirical studies, and Conceptual framework of the study.

2.1. Theoretical Literature

2.1.1. Definitions of terms Related to SHRP

The following key terms are defined below: Strategy, Strategy Management, Strategic Planning, Strategic HR Management, HR Strategy and Strategic HR Planning.

Strategy: It is the formulation of organizational missions, goals, and objectives, as well as action plans for achieving that explicitly recognize the competition and the impact of outside environmental forces. It is the plan for how the organization intends to achieve its goals. The means it will use, the courses of action it will take, and how it will generally operate and compete constitute the organization 's strategy (Belcourt and McBey, 2009).

Strategic Management: Strategic management consists of the analysis, decisions, and actions an organization undertakes in order to create and sustain competitive advantages. This definition captures two main elements that go to the heart of the field of strategic management. First, the strategic management of an organization entails three ongoing processes: analysis, decisions, and actions.

Second, the essence of strategic management is the study of why some firms outperform others. Thus, managers need to determine how a firm is to compete so that it can obtain advantages that are sustained over a lengthy period of time. That means focusing on two fundamental questions:

How should we compete in order to create competitive advantages in the marketplace? (Dess, Gregory G. & et al, 2005).

Strategic Planning: Strategic planning is the systematic determination of the organizations 'goals and objectives and the technique to transform it into plans to achieve them. A strategic plan is a tool that provides guidance in fulfilling a mission with maximum efficiency and impact. If it is to be effective and useful, it should articulate specific goals and describe the action steps and resources needed to accomplish them. As a rule, most strategic plans should be reviewed and revamped every three to five years. Strategic plans are comprehensive documents that cover all aspects of an organization's work, including programs and services, management and operations, fundraising and finances, facilities and governance. Depending on the organization's scope and emphasis, a plan might also describe approaches to enhance marketing, internal and external communications, membership development and administrative systems (Mittenthal, 2002).

Strategic HRM: Strategic human resource management (SHRM) is an approach to the development and implementation of HR strategies that are integrated with business strategies and enable the organization to achieve its goals. In essence, strategic HRM is conceptual; it is a general notion of how integration or fit' between HR and business strategies is achieved, the benefits of taking a longer-term view of where HR should be going and how to get there, and how coherent and mutually supporting HR strategies should be developed and implemented (Armstrong, 2008). Strategic HRM is largely about integration and adoption. Its concern is ensuring that: (1) human resources (HR) management is fully integrated with the strategy and the strategic needs of the firm; (2) HR policies cohere both across policy areas and across hierarchies; and (3) HR practices are adjusted, accepted, and used by line managers and employees as part of their everyday work. It is the process by which organizations seek to integrate the human, social, and intellectual capital of their members with the strategic needs of the firm (Greer 2001).

HR Strategy: HR strategies set out what the organization intends to do about its human resource management policies and practices and how they should be integrated with the business strategy and each other. Dyer and Reeves (1995) in Armstrong 2008, they are described by as internally consistent bundles of human resource practices ‘and in the words of Peter Boxall (1996) they provide a framework of critical ends and means‘.

Strategic HR Planning: Human Resources Planning focuses on analyzing an organization’s HR needs as the organization’s conditions change, and then supplying strategies to help respond proactively to those changes over time. SHRP helps ensure that the right numbers of the right kinds of people are available at the right times and in the right places to translate organizational plans into reality (Rothwell and Kazanas, 2003).

2.1.2. Concept of Strategic Human Resource Planning

The strategic planning of human resources is an ongoing process, being closely related to the mission, vision and goals of an organization. The need for strategic planning arises from the dynamism of social and economic life, with a proactive approach in any type of organization.

The role of strategic human resources planning is to “ensure the right person in the right place at the right time”, as a human resource is the only resource having a creative and innovative effect. Thus, there emerges a synergistic effect between an individual and the organization where he/she works, between an organization’s HR strategy and overall strategy.

The strategic planning of human resources is an inseparable part of the strategic planning process in any type of organization, closely related to organizational mission, vision and goals. In this respect, the strategic planning of human resources decisively contributes in reducing the risk related to the staffing needed to achieve organizational goals.

Global competition technological and product innovation and volatile market conditions have created greater competitive pressures in almost every industry. To respond to these competitive

pressures, organizations have adapted strategies, created new products and worked to create and sustain competitive advantage (CA). One source of CA rests with how an organization manages its human resources. To manage human resources as a means of creating and sustaining CA, human resource planners must redefine their roles. (David M. Schweiger; Klaus Papen fuB (eds.) Wiesbaden)

There is no single definition of human resources planning (HRP) with which everyone agrees. Many definitions and models of HRP exist. Despite these differences, most HR practitioners agreed that Human Resources Planning focuses on analyzing an organization's HR needs as the organization's conditions change, and then supplying strategies to help respond proactively to those changes over time. SHRP helps ensure that the right numbers of the right kinds of people are available at the right times and in the right places to translate organizational plans into reality. This process becomes strategic when some attempt is made to anticipate long-term HR "supplies and demands" relative to changing conditions facing the organization, and then to use HR department programs in an effort to meet these identified HR needs. There is good reason to pay attention to this issue: organizations that manage HR strategically tend to outperform competitors who do not do so (Lam and White, 1998).

2.1.3. Why Is Strategic Planning for Human Resources Needed?

The same environmental uncertainties that originally led to the evolution of comprehensive strategic business planning have also made strategic planning for human resources an increasing necessity. Changes in economic, technological, geographic, demographic, governmental and social conditions necessitate a way to anticipate long-range HR and talent needs, instead of merely reacting to short-term needs to replace workers. (William J. Rothwell and H. C. Kazanas, 2003).

2.1.3.1. Economic Conditions

Cyclical economic downturns have touched off waves of layoffs and firings as businesses cut back on employment levels to save money on salaries when production demands declined. On the other hand, cyclical economic upturns produce massive callbacks and hiring's as businesses gear up for higher production levels. The problem with relying on those historic patterns is that few workers want to remain unemployed for long. Laid-off workers look for new jobs, and some become discouraged and give up—or else start their own businesses, sparked by a distinct disdain for large, impersonal companies. As business conditions improve, companies must recruit and orient new workers who are not as qualified or skilled as those who were given early retirement, an early out, a buyout, or a layoff. The additional costs of recruitment and orientation are usually ignored or overlooked, though, because they rarely show up directly (though lower productivity of inexperienced workers often does). Cutting back on people in economic downturns and hiring frenzies when the economy kicks up does bring short-term cost savings to organizations. When most people work in blue-collar, unskilled, or semi-skilled jobs, the costs associated with recruiting, selecting, and orienting people are simply not that great; employers can sometimes get away with viewing people as expendable machine parts that can be easily replaced. Today, such short-sightedness no longer works. There are several reasons why:

- Fewer people are willing to work as unskilled labor;
- Human factors like creativity are becoming more important, as organizations struggle to outproduce cheaper foreign labor;
- Economy of countries has become more service- and knowledge-oriented, and thus more labor-intensive.
- Economy of countries is changing dramatically

2.1.3.2. Technological Conditions

Technology creates new problems even as it solves old ones. It will necessitate additional (and nearly continuous) training, new management working styles, and special skills among technology users (Rothwell,1999b). To gain a competitive advantage through technological leadership requires efficient use of people and people management systems. Hiring individuals who have technological abilities, rewarding development of technology through bonuses and promotions, and offering training in implementation of technologies become the how's. The key ingredient is the ability to hire and manage people who would understand and implement the technology. Likewise, other strategies to develop competitive advantage, e.g., quality, productivity, differentiation, mergers, and globalization, require management of people to implement the strategy to gain a competitive advantage.

2.1.3.3. Government/Legal Conditions

Government exerts a pervasive influence on employment. Governmental influence in employment is pervasive, but three areas are of prime importance to HR planners: (1) equal employment and affirmative action, (2) labor laws and regulations, and (3) employment-at-will. In order for organizations to comply with the law, they will have to start doing human resources planning HR plans help coordinate the entire HR function of an organization. They also ensure that such activities as hiring, training, and performance appraisal are carried out in compliance with laws and other governmental requirements, as well as with business requirements.

2.1.3.4. Demographic Conditions

Demographic shifts are altering job markets in developed countries. A steady increase in the average age of employees and a decline in the number of young, qualified workers have intensified the war for talent, resulting in highly competitive and dynamic job markets. Changing

conditions in the U.S. population generally and in the labor force specifically will pose special problems for managers and HR planners in the future. Four trends are perhaps especially important. These are (1) more older workers, (2) more immigrants, (3) more women at work, and (4) more contingent, temporary, and part-time workers.

2.1.3.5. Geographic Conditions

A key concern for human resource professionals operating in this global economic environment will be the shortage of global managers. During the next decade, the need for global managers will grow more acute, and according to several recent studies, multinational companies may not have enough managers with international experience to meet their needs in the coming years. To cope with this trend, organizations will need to devote more attention to localization, the process of raising the skills of local managers to international standards through intensive (and sometimes accelerated) leadership development efforts.

2.1.3.6. Social Factors

Several social factors may influence our HR planning, but we need to take into account equalities and diversity in particular. Where there is a clear discrepancy of one social group, it's a good idea to build in ways of opening new opportunities. Two social trends are likely to pose special challenges for HR planners over the next twenty years. They include (1) significant underemployment of the college-educated, and (2) the decline of the traditional family. The first trend poses a special problem.

Figure 2.1. The Strategic HR Planning Process



Source: Kumera, (2011)

According to (Kumera, 2011) strategic HR Planning process has six steps:

1. **Analysis of organizational goals:** The starting point of human resources strategic planning is to identify and analyze organizational goals. The quantitative and qualitative existence of human resources is a necessary condition to achieve objectives. Any change in the strategic planning of an organization entails changes in the strategic planning of human resources (Kumar, 2011).
2. **Analysis of organizational environment:** The external environment includes a set of opportunities and threats, by the nature of current domestic and international economic, social, demographic, political, technical and technological circumstances. Macroeconomic forecasts, general market characteristics and particularly labor market features, legal regulations in the field, fiscal and trade policy, the force of domestic and foreign competitors are only some very important elements in the external environment that should be taken into account.

3. **Forecasting the demand of human resources:** Depending on the volume of activities predicted by an organization, one can estimate future human resources needs, both quantitatively and qualitatively.

The main methods used in forecasting the demand for human resources are:

- a. **Management estimates** are carried out by upper level managers and managers in other hierarchical levels, who depending on a specific activity, determine the staffing needs for future periods in relation to the overall strategy of their organization. This method is usually used by small organizations or “start-up” organizations, entailing a number of risks.
 - b. **Delphi method** requires the existence of an expert group (around 10-20 people), who through systematic consultation, express their views on the future of an organization and implicitly on the staffing needs based on structured anonymous questionnaires. The expert group very well knows the activity of an organization, and it also has extensive knowledge in the field of human resources. Usually, after a session of 3-5 inquiries, they reach a consensus, a single trend is crystallized, a time when the process of activity forecasting and staffing can be completed.
 - c. **Trends’ analysis** is a method characterized by estimating the necessity for future resources by reference to the data from previous periods. Thus, necessary human resources are estimated in terms of quantity and structure, based on the correctness of previous records and on the ability and realism of assessors.
 - d. **Work study techniques** are recommended to be used when work can be measured. In the event of productive activities, one envisages the planned volume of production standard labour time per unit, the labour time of a worker, and unproductive times etc.
4. **Forecasting the supply of human resources:** it aims at analyzing internal human resources (existing staff) and the analysis of external human resources (potentially available). The analysis of human resources supply includes available human resources; potential losses due

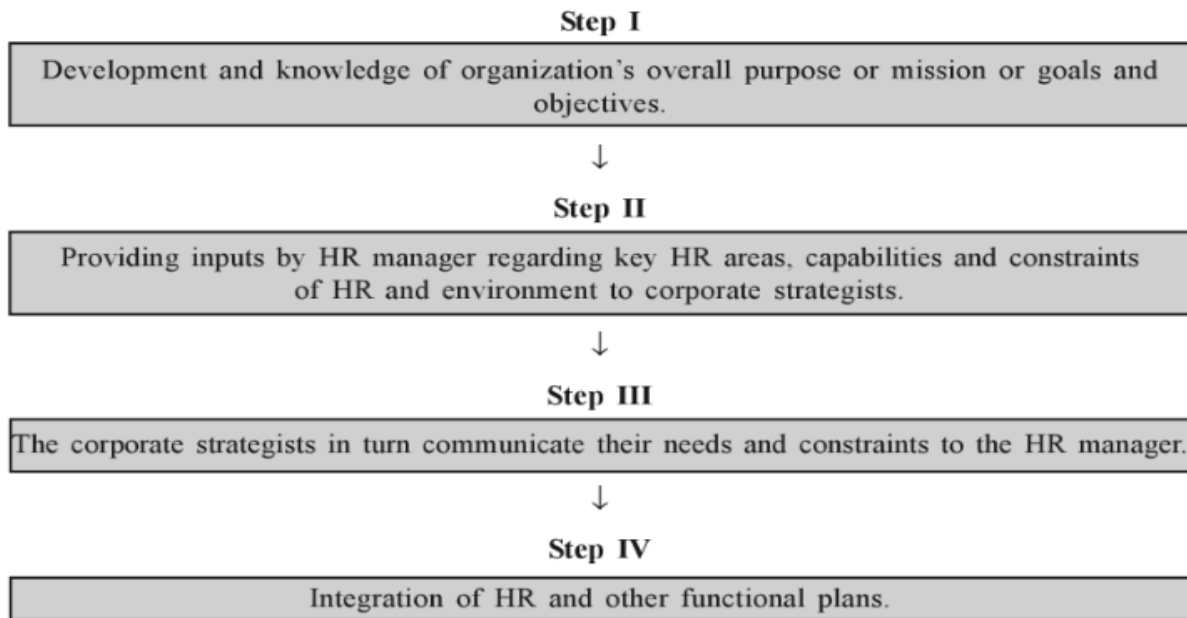
to misuse; potential changes due to promotions; effects of being absent and of changes in working conditions; supply sources from within the company.

5. **Developing plans and programs:** actions, responsibilities, deadlines and budget. The main types of plans are recruitment, training and coaching, and promotion. This is conducted based on the result of **gap analysis**.
6. **Assessing the results:** the stage when a quantitative assessment is carried out in the form of productivity gains and costs, and also a qualitative assessment, namely new skills and human values.

2.1.4. Integration Strategic HRP and HR

According to Kumar (2011), SHRP like production planning, financial planning and marketing planning needs to be comprehensive, unified and integrated for the total corporation. HR manager inputs like key HR areas, HR environmental constraints, HR capabilities and HR capability constraints to the corporate strategies. Corporate strategists further communicate their needs and constraints to HR manager. The corporate strategic plan and HR plan thus incorporates both HR and other functional plans.

Figure 2.2. Integrated strategy planning involves four steps



Source, Kumar (2011)

Human Resources Planning (HRP) is one of the HRM functions (Scott and George, 2010). Human Resources planning are about ensuring that the correct number and mix of employees is available at the right place at the right time” (Mill more and others, 2007). It is the processes of anticipating and providing for the movement of people into, within and out of an organization (Scott and George, 2010).

Strategic Human Resources Management (SHRM) combines strategic planning and human resources planning. It is the pattern of human resources deployment and activities that enables an organization to achieve its strategic goals (Scott and George, 2010).

Significant trend has appeared in recent years for human resources managers to adopt strategic perspectives in order to link the organization overall strategy and the human resources strategy (Denisi and Griffin, 2001). Strategic Human Resources involves the development of a consistent,

aligned collection of practices, programs, and policies, to facilitate the achievement of the organization's strategic objectives (Mello, 2006).

2.1.5. Linking Strategic Planning and Strategic Human Resources Planning:

Organizations benefiting from linking its overall strategic goals with the Human Resources Plans of recruitment, retention, performance management, career development, promotion, tenure, occupational health and safety. The aim of linking the organization's Human Resources Strategies with the organization's overall strategies is to realize its objectives in a manner that operates effectively and efficiently within the constraints and opportunities that have been defined while the SWOT analysis of the overall planning process.

2.1.6. The strategic plan vs. HR plan can be at four levels:

- i) **Corporate-level plan:** Top management formulates corporate-level plan based on corporate philosophy, policy, vision and mission. The HRM role is to raise the broad and policy issues relating to human resources. The HR issues are related to employment policy, HRD policies, remuneration policies. Etc. The HR department prepares HR strategies objectives and policies consistent with company's strategy (Kumar, 2011).
- ii) **Intermediate-level plan:** Large-scale and diversified companies organize Strategic Business Units (SBUs) for the related activities. SBUs prepare intermediate plans and implement them. HR manager prepare specific plans for acquiring future manager, key personnel and total number of employees in support of company requirements over the next three years (Kumar, 2011).
- iii) **Operations plan:** Operations plans are prepared at the lowest business profit center level. These plans are supported by the HR plans relating to recruitment of skilled personnel, developing compensations structure, designing new jobs, developing, leadership, improving work life, etc.

- iv) **Short-term activities plan:** Day-to-Day business plans are formulated by the lowest level strategists. Day-to-day HR plans relating to handling employee benefits, grievances, disciplinary cases, accident reports, etc. are formulated by the HR managers.

Figure 2.3. Linking Business Strategic Planning and Strategic HR Planning

Planning Level and Horizon	Business Planning Process	Link	Human Resource Planning Process
Strategic planning (5 or more years)	Corporate philosophy value system, and policies. Goals and objectives. Key success factors. Product market scope competitive edge allocation of resources	Issues analysis	Analysis of issues raised by external factors Employment demand projection Manpower supply analysis and projection
Intermediate- range planning (3-5 years)	Organization evolution. Programmes required to implement strategy. Deployment of resources. Acquisitions, divestments, and internal development of product lines.	Programming requirements	Forecasting total staffing level. Forecasting number of managers and key personnel. Forecasting net changes in managers and key personnel year to year. Planning P/HR support programmes.
Operational planning (12 months)	Detailing of programmes to specify actions, responsibilities, cost- time schedule and organizational profitability	Integrated control requirements	Detailing of P/HR activities that are incorporated in the one-year business plan
Activities planning (daily and weekly)	Day-to-day and week-to-week plans and work schedule decentralized throughout the company.	Implementation actions	P/HR day-to-day and week- to-week assignment in support of the objectives and plans of the P/HR department.

Source, Kumar, (2011)

2.1.7. Determinants of Strategic HR Planning

According to Kumera (2011), there are several factors that affect SHRP. These factors or determinants can be classified into internal factors and external factors.

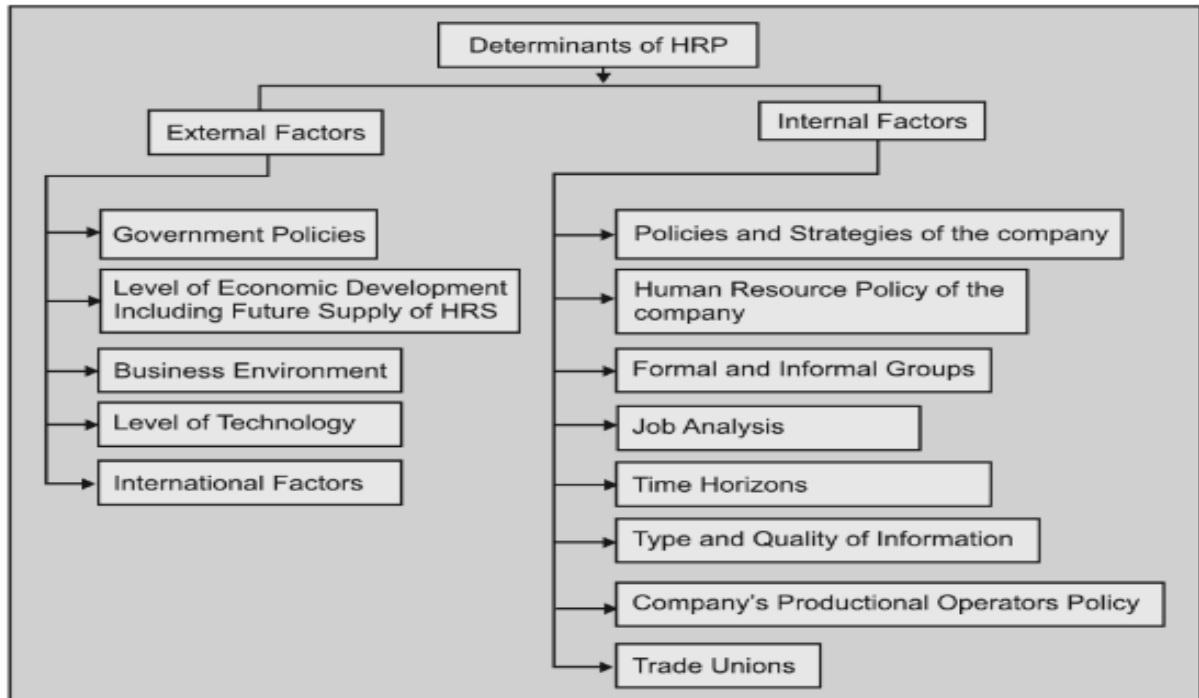
Internal Factors

- **Company Policies and Strategies:** Company's policies and strategies relating to expansion diversification, alliances, etc. determines the human resource demand in terms of quality and quantity.
- **Human Resource Policies:** 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.
- **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.
- **Type and Quality of Information:** Any planning process needs qualitative and accurate information. This is more so with human resource plan, strategic, organizational and specific information
- **Company's Production Operations Policy:** Company's policy regarding how much to produce and how much to buy from outside to prepare a final product influence the number and kind of people required.
- **Trade unions:** Influence of trade unions regarding number of working hours per week. Recruitment source, etc. affect the SHRP

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 SHRP.
- **Level of Economic Development:** Level of economic development determines the levels of HRD in the country and thereby the supply of human resources in future in the country.
- **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.
- **International Factors:** International factors like the demand for the resources and supply of human resources in various countries.

Figure 2.4. Determinate of Strategic HRP



Source. Kumar, (2011)

2.2. Review of Empirical Literature

Despite a considerable body of literature that will be conducted from academic modules to assess Strategic human resource Planning practices in Awash Wine Share Company, there are very little empirical literature and research papers regarding this concept due to it is new to the whole world and our country as well. Although most of the researches around the world are undertaken on the concept of SHRM in general. The rationale for the study is therefore to address this gap.

Research show that organizational approaches to HRP fall along a continuum from focused to comprehensive (Dyer, 1985a). We are persuaded that an all-out effort toward SHRP requires the adoption of a relatively comprehensive approach to HRP involving three types of planning

processes: plan based, project based, and population based. Plan based HRP, as the name suggests, occurs as an integral (or closely related) part of formal business planning and, thus, recurs on a regular schedule in keeping with a predetermined planning cycle. As suggested earlier, TR annually engages in a formal planning process which has both a business (three-year, strategy-oriented) and a profit (one year, action-oriented) component.

Human resources enter in two ways. First, early in the process representatives of both sides of the organizational matrix -- specifically, Associate Managing Partners and National Functional Directors -- work with the Human Resource function to identify human resource issues thought to be critical to the firm. These are derived from analyses of the strategic business directions established by the firm and functions, the strategic plan prepared by the National Director of Human Resources and nagging human resource problems. The initial list of issues is distilled and refined through discussion and eventually communicated to the offices in the form of challenges to be addressed in their planning processes. Last year's challenges emphasized such issues as management and leadership development recruitment, and retention.

The second way human resources enter the planning process is through the required documentation each office submits to the firm. Each plan must address four topic areas in a general narrative and in more detailed quantitative and qualitative analyses. Human resources are one of the four topic areas. The quantitative piece consists of head count and flow projections with emphasis on staffing levels and turnover. The qualitative piece details the specific action plans the office proposes to pursue to address the challenges it received and to support its business plans.

This approach to planning has been in place at TR for many years. A recent review, however, revealed frequent inconsistencies among the strategic business directions established by the firm and the offices, the strategies promulgated by the firm's Human Resource function, the business

plans of the offices, and the quantitative and qualitative pieces of the offices' human resource plans. Consequently, one of our goals is to tighten these linkages.

Research suggests that there are four major ways to do this (working from the human resource side): insertion, integration, inspection, and interpretation (Dyer, 1984, 1985a). They are working on three of the four.

- **Insertion** involves the introduction of relevant human resource considerations early in the planning process. At TR this is accomplished through challenges, and so they have attempted to strengthen this process in three ways. First, by involving more "line" managers in the identification stage. Second, by having the challenges emanate from the National Functional Directors rather than the Human Resource function. Third, by substantially reducing the number of challenges.
- **Integration** refers to the inclusion of human resource issues directly in the business planning process through documentation and other means. Two improvements were made in this area. First, the documentation was simplified; two complex forms were replaced by one simple one. The link between business plans and human resource issues by requiring the office planners first to list (in the left-hand column) the four or five most important business strategies and then to indicate (in the remaining columns) their human resource implications and relevant action plans. The second improvement was to provide training for the human resource professionals in the offices to sharpen both their planning and consulting skills and to encourage them to take a more active role in the business and profit planning processes.
- **Inspection** occurs when offices' business and profit plans are reviewed at the firm level before coming final. Ideally this review should focus on human resource as well as other matters. This is not yet the case at TR, and it is an area that is being left for future action.
- **Interpretation** refers to the process of analyzing approved plans for their human resource implications and developing action plans. We have injected this year for the first time a

firm-level analysis by the Human Resource function that helps in two ways. First, it identifies offices that have failed to plan adequately so that assistance can be offered where the potential problems are severe enough. Second, it helps to identify systemic issues that may require firm-wide action to address.

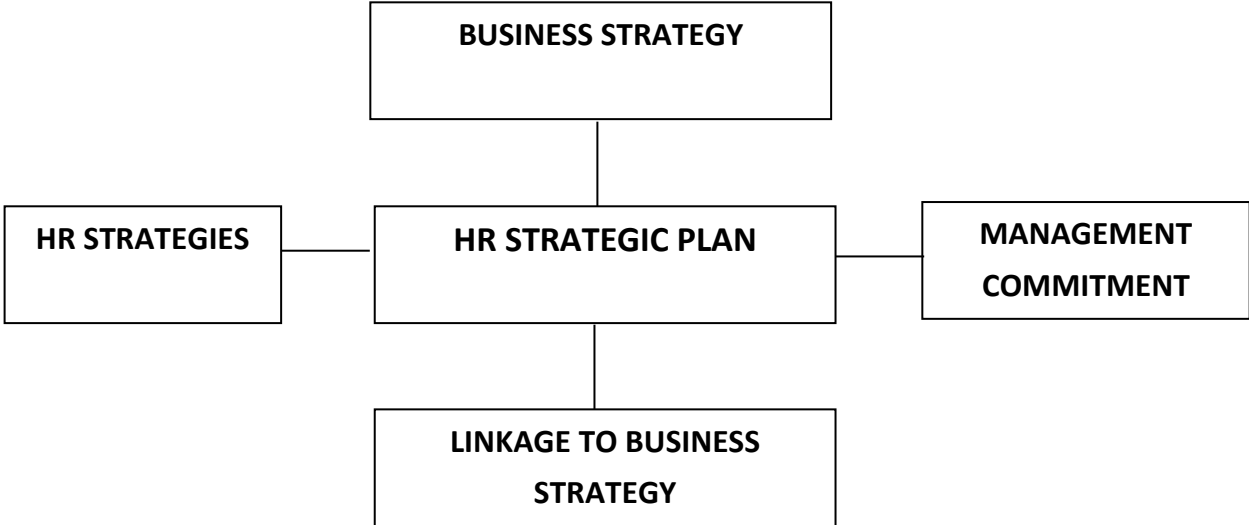
A review of this year's business plans shows some, but somewhat less than dramatic, improvement on the human resource side. They conclude that their efforts to improve the up-front process through which human resource challenges are identified and to re-do the documentation have had some positive effect. Still, much remains to be done in these areas. They also need to introduce an inspection process with some teeth and to make more systematic use of the information gleaned from the interpretation step.

2.3. Conceptual Framework

The conceptual framework of the study was developed based on the objectives of assessing the overall strategic human resource planning practices of Awash Wine Share Company. Since the study was designed to assess the Strategic HRP of Awash Wine qualitatively, the conceptual framework of the study only shows the variables of the study rather than to create some relationships. According to Werner & DeSimone Strategic HRP links HR management directly to the objectives of the organization as it sets organizational priorities and guides HR management decisions to support future and strategies. Thus, the linkage issue has been considered as on variable.

Moreover, the existence of strategic human resource planning practices in an organization can be assured by the extent to which organizations goals are achieved through people by means of integrated HR policies and practices, by the support of Management and Stakeholders involvement. Therefore, with reference to literature review and the research problem the above critical concepts are considered as a variable for the assessment as shown in figure.

Figure 2.5: Conceptual Framework of the Study



Source: Own construct based on Literature

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter also consists of the research design, research approach, types and sources of data, data collection method, target population, sample size, data analysis and presentation ways, data collection instrument, and also ethical issues needed to complete the study. As a result, the necessary data have been systematically collected and then be analyzed to give a clear picture of strategic HRP practices at Awash.

3.1. Research Design and Approach

DeVos and Fouche (1998) defined a research design as the blueprint or detailed plan of how a research study is to be conducted. This is highly essential because it determines the success or failure of the research paper. It guides with the logical arrangements for the collection and analysis of data so that valid conclusion can be drawn. In this study, the researcher has employed a descriptive research design approach. Kothari (2007) defines descriptive research studies as those which are concerned with describing the characteristics of a particular individual or a group.

Descriptive research aims to describe a population, situation, or phenomenon accurately and systematically. It can answer what, when, where, when, and how types of questions. The nature of this study will be the descriptive design which will involve precise procedure and data source specification to assess the overall strategic human resource planning practices of Awash Wine Share Company.

The study has employed a mixed research approach (both qualitative and quantitative) research approaches while collecting and analyzing data. The reason for this is that the qualitative

approach used to analyze the interview results and supplement and strengthen the quantitative aspects. Moreover, according to Creswell, (2011) the purpose of using such a mixed approach is to gather data that are not obtained by adopting a single method instead, as it has been recommended by (Creswell, 2014) and for triangulation so that the findings with a single approach could be substantiated with others wherever possible.

3.2. Types and Sources of Data

To meet the objectives of the study data, both primary, as well as secondary sources of data, have been used. The researcher has also attempted to collect data from the selected organization, Awash. In other words, the researcher has collected data by observing the actual practices happening at Awash and consulting any necessary documents and procedures complied. Moreover, secondary sources of data were collected from different and related materials that are presented and analyzed.

3.3. Data Collection Methods

The present study has applied different methods to collect data from Awash Wine Sco. Regarding primary data collection, the study has used a self-administered questionnaire and semi-structured interviews. The questionnaire was developed by the researcher that involved closed-ended in order to get expected answers from respondents. Semi-structured interviews were also served as the main sources of primary data to collect evidence. The interview was conducted thoroughly through face-to-face communication.

Most importantly, the researcher has reviewed documents, the internet, and the company website to get an additional source of data and for understanding the subject matter and the company's profile.

3.4. Target Population

Since there is limited number of people working in designing, framing as well as formulating the plan the researcher considered the census method. In Awash, there are 44 management group of employees. Among these; (3) directors, 26 managers, and 9 supervisors who are participating in the process of designing and implementing SHRP in the organization. Thus, the researcher finds important and also appropriate to consider the whole population to extract data from. Burns and Grove (1993) define a population as all the elements (individuals, objects, and events) that meet the sample criteria for inclusion in a study. A census method was carried out due to the small size of the population. According to Cooper and Schindler (2003), a census is feasible when the population is small and necessary when the elements are quite different from each other.

Table 3.1: The Total Population and Sample of the Study

Target population	Population	Sample
Director	3	3
Line Manager	26	26
HR Manager	4	4
Total	44	44

The population or target groups are Directors, Line Managers, Supervisors, and who have been working in one of the four branches of the company. Due to their small size, all HR managers from the four branches were interviewed.

3.5. Data Analysis and Presentation

Descriptive statistics (such as frequency distribution, percentage, mean, etc. in the form of tables, charts and graphs) were used to analyze data.

The researcher collected data through questionnaires that are mainly comprised of closed-ended type of questions. However, multiple types of items such as multiple questions, ranking, and Likert scale questions were included. Efforts were made to make the design and language of the question attractive and easier for the respondents to understand. In other words, the researcher has attempted to make the questionnaire clear, understandable as well as appropriate numbers to encourage the respondents to answer them all genuinely. Finally, based on the size and complexity of the data, an SPSS application was used to process the data.

3.6. Data Collection Instruments

3.6.1. Questionnaire

As stated earlier, the current study has applied close-ended type of questionnaire. On closed-ended questions, the respondents were asked to select answer from or among the list provided by the researcher. Closed-ended questions are very popular in quantitative type research since they provide uniform responses and easy to analyze quantitatively (Dawson, 2002). Accordingly, different questions were developed and presented for heads of departments and line managers to get their respective insights. All the questionnaires were distributed to 44 respondents by the researcher after preliminary discussions on the purpose of the study.

3.6.2. Interview

Semi-structured interviews were used to collect data regarding the current Strategic Human Resource Planning practice and whether there existed integration between Strategic Human Resource Planning and Business Strategy. According to Cooper and Shidler, (2003) most of the time interviews can describe the respondent's behavior in some relevant areas by demonstrating the degree of consistency between actual practices and policy of the organization. In addition to data from the questionnaire on the current Strategic HR practice and the integration between strategic HR planning and business strategy, it is better to conduct interview to get the actual

practice rather than being restricted on reviewing the strategic plan of the company only. Accordingly, four HR persons, one HR director, and three HR managers from the three branches, were selected and given ten interview guide questions well ahead of time to make the interview scheduled and to be ready on the subject matter.

3.6.3. Document Review

The researcher also reviewed documents, go through internet and the company's website to get an additional source of data and to understanding the subject matter and the company profile. On top of that, the HR strategy of the company, Annual Reports, Business magazines, Academic Journals, and Books were reviewed.

3.7. Validity and Reliability

Sekaran, (2009) identified three type of validity namely content, criterion-related and construct validity. Content validity ensures that the measure includes an adequate and representative set of items that tap the concept under study. The more the scale items cover the concept, the greater the content validity. Hence, to ensure the study free from bias and being valid, the researcher adapted standard questionnaire of Allen and Meyer, (1990).

Reliability refers to the degree to which an instrument measures the same way each time under the same condition with same subject (Sekaran, 2009). It is about the consistency of the data collected. To make sure the reliability, the researcher deliberately incorporated reversed questions and some questions had re-asked in different places. Furthermore, Cornbach's alpha reliability test had been conducted by using SPSS software. According to Creswell (2011), Cornbach's alpha is a coefficient of reliability used to measure the internal consistency of a scale and expressed in terms of a number between 0 and 1. To address issues of possible common method variance, the Cronbach Alpha reliability test was conducted for all the measures. Reliabilities were checked, and they fall between 0.86 and 0.95, which is satisfactory for the exploratory study. The overall Cronbach alpha of the five scales used in this study is 0.71. This

indicates the reliability of the scales is reasonably high thus, depicting high internal consistency among the measurement items.

As it can be seen from the Table, for each field value of Cronbach's Alpha is in the range between 0.701 - 0.913. This range is considered as high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.790 for the entire questionnaire which indicates very good reliability. So, based on the test the results are reliable

Table 3.2. Cronbach’s alpha result

Variables	No of Respondent	Cronbach's Alpha	N of Items
Assessment of SHRP Practice	38	.866	11
Linkage of Strategic HRP with Corporate Strategy	38	.779	5
Challenges of Strategic HRP	38	.602	7
Determinant factors of SHRP Internal	38	.344	4
Determinant factors of SHRP External	38	.818	5
		.708	33

Source: Own survey result, 2020

3.8. Ethical Consideration

Ethical issues that could arise during the course of the study included authorization to conduct the study, permission from authorities, and acquisition of permits and informed consent of the participants. Permission letter is granted from St. Marry University to collect data for the study purpose. Based on the request, Awash Wine S.C also granted access to conduct the study. All the participants were informed the objective of the study. No participant was asked to mention his/her name and other personal information. All the information obtained is treated with privacy and confidentiality and data analysis is done primarily by the researchers to observe this confidentiality.

CHAPTER FOUR DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1. Introduction

In this chapter of the study, the data collected from both primary and secondary sources were analyzed and interpreted. To create clear view, the data analysis is categorized under four parts, namely, demography of respondents, HR Strategic plan Practice, Alignment of HR strategic planning with corporate strategy, the challenges of Strategic human resource planning and the determining factors affecting strategic planning. The details are presented below.

4.2. Response rate of respondents

Table 4.1. Respondents' response rate

<i>Questionnaires Distributed</i>	<i>Questionnaires Returned</i>	<i>Percentage</i>
44	38	86

Source: Own survey result, 2020

As shown in table 4.1 above, about response rate, 44 questionnaires were distributed and 38 were appropriately filled and returned. Based on this sample size 38 (86%) the next analysis was carried out. Four respondents failed to return the questionnaire due to the fear of transmission of COVID 19 pandemic disease. The rest 2 questionnaires' were not filled properly. However, according to Cooper & Schindler (2003) a response rate of more than 50% of the total samples will provide adequate generalization about the characteristics of the study problem.

4.2. The demographic characteristics of respondents

This section presents the finding about the respondents' profile in terms of their gender, age, marital status, education level and income level.

Table 4.2: Respondents profile/ Distribution of Sample Respondents

No	Factors	Categories/ Characteristics	Frequency	Percentage
1	Sex	Female	8	21%
		Male	30	79%
2	Age	25 - 30	4	11%
		31 - 40	22	58%
		41 - 50	8	21%
		51 - 65	4	11%
3	Position	Directors	3	8%
		Manager	26	68%
		Supervisor	9	24%
4	Educational level	Masters	13	34%
		BA Degree	23	61%
		Diploma	2	5%
5	Work experience	1 – 4	14	37%
		5 - 10	8	21%
		11 – 15	9	24%
		Above 16 years	7	18%

Source: Own survey result, 2020

As shown in table 4.2 above, concerning gender distribution of respondents, 8 (21%) were females whereas 30 (79%) males. This shows that females are less represented in the management as compared to their size in the organization.

According to the age of respondents, as shown the age distribution of survey respondents. The majority of the respondents (58%) are between the age group of 31 and 40 years. This indicates respondents on average are young, energetic and are considered to be productive.

With regard to the level of education, almost all of the respondents (95%) possessed 1st degree and above. Out of this, about (34%) of them are Master ‘s degree holders. Among these, (8%) of the respondents are in the rank of director and (68%) of respondents in management level. This is an indication that the respondents at higher positions who should know more about the strategic human resource management practices of the organization.

The findings showed that majority of respondents 37% have between 1 and 4 years of experience in the current position of the company, 21% of respondents have between 5 and 10 years of experience, 24% of respondents between 11 and 15 years of experience and 18% of respondents have relatively longer service years in the company.

4.3. The extent of strategic HR planning practiced by Awash Wine

Table 4.3: Analysis of SHRP practiced

<i>No</i>	<i>Items</i>	<i>Rating Scales</i>					<i>Mean</i>	<i>St. dev</i>
		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>		
1	Awash has sound strategic human resource planning policy	0%	37%	53%	11%	0%	3.26	0.64
2	I have exposure or knowledge about the present strategic human resource planning practices.	8%	37%	45%	11%	0%	3.42	0.79
3	The company significantly implement the strategic plan to make business decisions	3%	34%	47%	16%	0%	3.24	0.75
4	The company has engaged in strategic HR planning processes.	8%	29%	50%	13%	0%	3.32	0.81
5	The company significantly uses strategic HR plan to make HR related decisions.	0%	32%	47%	21%	0%	3.11	0.73
6	Human resource department is responsive regarding strategic HR planning.	5%	42%	45%	8%	0%	3.45	0.72

7	The Strategic HR Planning process is participatory (all management teams are involved adequately in the process of strategic HR planning).	8%	18%	58%	13%	3%	3.16	0.86
8	Main stakeholders of the organization are well communicated about the strategic HR,	5%	32%	45%	13%	5%	3.18	0.93
9	The stakeholders are convinced adequately for the implementation of strategic HR planning.	0%	18%	68%	8%	5%	3.00	0.70
10	The strategic HR Planning adequately incorporate all HR strategic issues.	5%	26%	53%	16%	0%	3.21	0.78
11	The company is committed to providing financial resources to support the implementation of strategic HR initiatives.	18%	32%	47%	3%	0%	3.66	0.81
Average (aggregate) mean							3.27	0.77

Key: 1 = Strongly agree; 2 = Agree, 3 = Neutral; 4 = Disagree and 5 = Strongly disagree

Source: Survey Result (2020)

The Above table 4.3 shows the awareness of survey respondent with regard to the strategic HRP and management practices of the organization 55 % of the respondents were unable to determine the soundness of the Company’s strategic human resource planning, whereas 34% agreed. However, the remaining 11% of the respondents disagreed. Regarding an exposure of knowledge about strategic human resource planning practice, 47 % of the respondents were not capable to determine. While 5% of them strongly agreed, 34% did not confirm. However, the remaining 13% of the respondents disagreed. 50% of the respondents were unable to say the company significantly implemented the strategic plan to make business decisions. However, the remaining 3% strongly agreed, 24% of respondents are agreed. The remaining 24% of the respondents disagreed and there is no any respondent who strongly disagreed. Regarding the company’s engagement in strategic HR planning process 5% of the subjects strongly agreed, 16% agreed

and 45% were unable to indicate their views. While 34% of the participants disagreed, there was no respondent who strongly disagreed. However, 50% of the respondents were neutral about the company's usage of strategic HR plan significantly to make HR related decisions. The remaining 8% agreed and 29% disagreed. There is no strongly agreed and strongly disagreed respondents. Regarding HR department responsiveness of HR planning, very few respondents (3%) strongly agreed, and 32% of respondents agreed. Greater percentage (55%) of respondents confirmed neutral, and 11% of the respondents disagreed and there is not strongly disagreed participant.

71% of respondents were unable to react if the strategic HR planning process had been participatory for all management teams or involved adequately in the process of strategic HR planning. When only 3% of the subjects strongly agreed, 11% agreed and the remaining 13% disagreed. And only 3% of them strongly disagreed. Regarding the communication of the main stakeholders of the organization about the strategic HR, 58% of the respondents showed neutral, and 21% of them agreed. While 3% of the respondents strongly agreed and the remaining 13% disagreed, only 5% of the participants strongly disagreed.

On the other item, 74% of respondents were unable to show their view whether the stakeholders were convinced adequately for the implementation of strategic HR planning and 11% of them agreed. Equal percentage of the participants (11%) disagreed, whereas 5% of respondents strongly disagreed. About the strategic HR planning if adequately incorporate all HR strategic issues, 58% of respondents were unable to indicate their status. When 21% agreed and 3% strongly disagreed, the remaining 18% of the respondents disagreed and there is no strongly disagreed respondent. For the question related to whether the company is committed to providing financial resources to support the implementation of strategic HR initiatives, 58% of respondents were unable to disclose their point of view. Whereas 5% of them showed strong agreement, and 13% of the respondents agreed. Only 3% of the participants disagreed.

4.4. To what extent to Linkage of Corporate Strategy to Strategic HRP

Table 4.4: Analysis of the Linkage of Corporate strategy and SHRP

No	Items	Rating Scales					Mean	St. dev
		1	2	3	4	5		
1	Awash has a clear vision, mission and strategic goals.	16%	47%	32%	3%	3%	3.71	0.87
2	The strategic plan has been well aligned down in the organizational hierarchy.	0%	18%	53%	26%	3%	2.87	0.74
3	The current mission statement of the company is compatible with the activities being carried on by the company.	3%	32%	39%	26%	0%	3.11	0.83
4	HR Strategies are cascaded down from corporate strategy of the company.	0%	26%	42%	32%	0%	2.95	0.77
5	HR Strategic plan is aligned with corporate strategy	3%	21%	37%	39%	0%	2.87	0.84
Average (aggregate) mean						3.10	0.81	

Key: 1 = Strongly agree; 2 = Agree, 3 = Neutral; 4 = Disagree and 5 = Strongly disagree

Source: Survey Result (2020)

As can be seen from the above table 4.4. the Concerning whether or not the company has clear vision, mission and strategic goals, 16% of respondents strongly agreed, 47% of respondents agreed, but 32% of them were incapable to determine. For the question presented to know if strategic plan has been well aligned down in the organizational hierarchy, only 3% of the participants strongly disagreed. 53% of respondents unable to know 18% of respondents agreed. The remaining 26% of respondents disagreed and 3% of respondents strongly disagreed.

Regarding the current mission statement of the company is compatible with the activities being carried on by the company is 39% of respondents are unable, 32% of respondents agreed and 3% of respondents are strongly agreed. The remaining 26% respondents disagreed.

42% of respondents remained neutral to the statement “HR strategies are cascaded down from form corporate strategy of the company” and 26% of respondents are agreed. The remaining 32% of respondents are disagreed and there is not strongly agreed and strongly disagreed respondents.

Regarding the linkage between HR strategy and corporate strategy, 39% of respondents disagreed with the alignment, 37% of respondents were unable to point out if it was aligned or not. In addition, 21% of the respondents agreed and only 3% of respondents strongly agreed. There was no any participant who strongly disagreed.

4.5. The Challenges Affecting the Execution of SHRP

Table 4.5: Analysis of challenges affecting the execution of SHRP

No	Items	Rating Scales					Mean	St. dev
		1	2	3	4	5		
1	Lack of management support	13%	61%	16%	11%	0%	3.76	0.82
2	Lack of knowledge in preparing strategy human resource planning	5%	34%	32%	29%	0%	3.16	0.92
3	Lack of human resource department support	0%	29%	29%	39%	3%	2.84	0.89
4	Unable to get data or information about strategic business plan of Awash during HRP preparation	8%	26%	45%	21%	0%	3.21	0.87
5	Technological developments and changes	5%	32%	39%	24%	0%	3.18	0.87
6	Lack of coordination between HRD and others (department or unit)	5%	18%	34%	34%	8%	2.79	1.02
Average (aggregate) mean							3.21	0.91

Key: 1 = Strongly agree; 2 = Agree, 3 = Neutral; 4 = Disagree and 5 = Strongly disagree

Source: Survey Result (2020)

As can be seen from the table 4.5 the majority of survey respondents (61%) supported the idea that lack of management support is a major challenge to the strategic planning process, and additional 13% of respondents also strongly supported this idea. The remaining 16% of and 11% of respondents disagreed and strongly disagreed respectively. 34% of respondents agreed with

the lack of knowledge in preparing strategy human resource planning, 32% of respondents in unable to the lack of knowledge and 5% of respondents strongly agreed. The remaining 29% of respondents are disagreed. 39% of respondents are disagreed with the lack of human resource department support about the strategic human resource planning, 29% of respondents agreed, 29% of respondents neutral. The remaining 3% of respondents strongly disagreed.

Regarding about strategic business plan information during the preparation of HR planning, 45% of respondents are remained neutral, 26% of respondents are agreed, 8% of respondents are strongly agreed. The remaining 21% respondents are disagreed. 39% of respondents are neutral to the change of technological developments and changes in the strategic human resource process, 32% of respondents agreed, 5% of respondents strongly agreed. 34% of respondents remained neutral to the challenge of political influence in the strategic planning process, 34% of respondents are disagreed, 18% of respondents are agreed, 5% of respondents strongly disagreed and 8% of respondents are strongly disagreed.

Regarding lack of coordination between HRD and other departments to the process of strategic HRP 39% of respondents are agreed, 16% of respondents are strongly disagreed, 32% of respondents are unable, 11% of respondents are strongly disagreed and 3% of respondents strongly disagreed.

4.6. Determinate Factors of Strategic HRP

Table 4.6: Analysis of determinate factors of SHRP internal and external

No	Items	Rating Scales					Mean	St. dev
		1	2	3	4	5		
Internal Factors								
1	Company Policies and Strategies	21%	50%	26%	3%	0%	3.89	0.76
2	Human Resource Policies	3%	76%	8%	13%	0%	3.68	0.74
3	Job Analysis	11%	29%	53%	8%	0%	3.42	0.79
4	Trade Union	29%	53%	13%	5%	0%	4.05	0.80

	<i>External Factors</i>						3.76	0.77
5	Government Policies:	11%	58%	18%	8%	5%	3.61	0.97
6	Level of Economic Development	11%	32%	47%	11%	0%	3.42	0.83
7	Business Environment	5%	29%	55%	11%	0%	3.29	0.73
8	Level of Technology	5%	50%	29%	16%	0%	3.45	0.83
9	International Factors	8%	39%	21%	26%	5%	3.18	1.09
<i>Average (aggregate) mean</i>							3.39	0.89

Key: 1 = Strongly agree; 2 = Agree, 3 = Neutral; 4 = Disagree and 5 = Strongly disagree

Source: Survey Result (2020)

As can be seen from the above table 4:6 shows the perception of internal and external factors affecting strategic human resource planning. About internal factors accordingly, 21% and 50% of survey respondents have agreed and strongly, respectively that agreed company policies and strategies had influence on strategic human resource planning practice; 26% of respondents, remained are neutral about company policies and strategic affect the strategic planning process and 3% of the respondents, they didn't believe the effect of the company policies has influence at strategic human resource planning practice. 3% of the respondents strongly agreed 76% of the respondents, agreed human resources policies and procedures had influence at strategic human resource planning practice; 8% of respondents, remained are neutral about HR policies and strategic affect the strategic planning process. Regarding job analysis 53% of respondents are unable to the company job analysis affect HR strategic, 29% of respondents are agreed, 11% of respondents are strongly disagreed. The remaining 8% of respondents are disagreed. 53% of respondents are agreed on the effect of the trade union in the company, 29% respondents are strongly agreed, 13% of respondents are unable to the trade union challenge, 5% of respondents are disagreed.

As per the above external factors table 4:6 11% of the respondents are strongly agreed, 58% of the respondents are they agreed government policy had influence at strategic human resource planning practice; 18% of respondents, they said that they are neutral about government policy

5% of the respondents disagreed. Regarding level of economic development, 11% are strongly agreed, 32% of respondents are agreed, 47% of respondents are unable to the influence of economic development, 11% disagreed. 55% of respondents are unable to the external influence of business environment, 29% of respondents are agreed, 5% of respondents are strongly agreed, 11% of respondents are disagreed. 50% of respondents are agreed to the external influence of technology, 5% of respondents are strongly agreed, 26% of respondents are unable to the influence of technology, 16% of respondents are disagreed. 39% of respondents are agreed to the external influence of international factors, 8% of respondents are strongly agreed, 21% of respondents are unable to the international factors, 26% of respondents are disagreed and 5% of respondents are strongly disagreed.

4.7. Interview Results

As it is clearly stated in chapter three, the study used semi-structured interview as the main source of primary data. For this purpose, a total of four HR managers were selected. Three of them were from Addis Ababa and one from Merti Jeju Farm, they all were provided with eight questions to explain. Accordingly, the interview results were organized and analyzed to support the validity of the research outcomes

The first interview question presented was whether the respondents have better understanding on the concept or meaning of Strategic Human Resource Planning. Four of the respondents reflected almost in the same way. They confirmed that one of the many supports it provides was assuring that the company's long-term business goals and outcomes. On the other hand, however, most of the respondents strongly suggest that the company's strategy is not clear for many of management members.

The second inquiry that the researcher forwarded to the part taker was if the company had strategic human resource plan. After looking into their responses, almost all the participants

asserted that they had little knowledge to strategic HR planning in Awash. Similarly, more than half questionnaire respondents (55%) remained neutral whereas 34% of the interview respondents confirmed the presence of the plan. This implies that the strategic HR planning was not participatory to all middle level managers.

The researcher has forwarded an inquiry as question number stating whether the interviewees think that HR strategic plans were derived from corporate business strategy. And if their implementations were in line with overall corporate strategy. The interrogation also demanded them to justify their reflections with valid reasons. The four interviewees react nearly in the same way as Awash wine HR strategic plan is derived from organizational plan. The idea was supported by 42% of respondents of the questionnaire showed that they were unable to decide. Likewise, significant portion of the questionnaire respondents (32%) showed disagreement on the issue. This implies that there were not appropriate communication scheme or awareness among all managerial levels.

The current study paper has also presented the question that requires the four interviewees to suggest their viewpoints regarding whether HR head involves in the strategic business planning process, and also to explain to what extent the involvement coverage had been. Based on the point confirmed by the interviews, the head of the HR mostly involved in strategic business planning process significantly.

Regarding the question about how they would explain the alignment between Strategic HR practices and other departmental business strategies. the interviewees commented that most of them were hesitating to confirm the alignment. This is also backed up by the questionnaire that a significant number of respondents (53%) selected neutral. This, in other words, showed they were unable to decide their position. Moreover 26% of the respondents disagreed the alignment of each department strategic plan to the HR strategic plan. All the part takers, however, acknowledged that HR has been giving a support to all departments especially in recruitment, employee relations. grievance and discipline, training, etc.

whether the top management supported in the formulation of HR strategic plan, the interview results revealed that there was weak support given. At the same time a greater percentage (61%) of the respondents in the questionnaire agreed that there was weak, or lack of support provided by the top management to the HR. The above interview results implied that there is low level of management support on the formulation of HR strategic plan.

The last interview question requested the view points of the four HR managers for the future. In other words, the respondents were expected to provide what they thought was better solutions. Accordingly, they recommended to improve the practice of strategic human resource planning of the company. The HR staff believed that the formulation, implementation, and evaluation process of strategic HR plan process should be participatory, clear and communicate to stakeholders appropriately. Even if there was support from senior management on the process, there was less attention on HR issue by technical department heads. This should be improved if the company want to implement strategic HR plan effectively.

In summary, the interview result lack of sense of ownership among senior management towards the strategic HR plan, low level of involvement of middle level managers in the development of HR strategic plan, lack of sense of ownership from senior management of the company and poor communication of the plan are the factors that hinder the company to achieve its strategic HR plan.

4.8. Document Review

Awash Wine Share Company has a five-year strategic plan (2018-2023) which focuses on four key strategic areas: production capacity, vineyard capacity, operating way improvement and people (Career and Succession planning and leadership development) and exporting its premium products. Based on the plan, HRD department of the company has prepared its strategic plan which is derived from corporate strategy of the company. The strategic HR plan of the company constitutes of performance management, employee relation, HR information system, strategic

people resourcing, learning and development, policies and procedures, HR best practices and preparing HR model and structure.

Even if the HR director has no seat on the board of director, he/she is invited on semi-annual and annual meeting to present HR performance report. The function of the board in Awash Wine S.C context is approval of budget and some strategic actions. Strategy formulation and implementations are solely performed by senior management teams of the company. From the company organizational structure, HRD director is found on the top-level organizational hierarchy and among the senior management teams of the company. This allowed HR issues to become part of the overall business strategy. Therefore, based on the above document interrogation, Awash Wine S.C HR Director has upright influence on the strategic decision on senior management team of the company.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

In the first section of this chapter the summary of major findings from the previous chapter are presented. Then the conclusions drawn from the major findings also presented. Finally based on the major findings and conclusions, recommendations are forwarded to address the identified problems.

5.1. Summary of Major Findings

This study aimed to analyze strategic human resource planning practices at Awash. In order to answer the research questions that this study paper formulated at the beginning, different methods of collecting data were used. One of which was questionnaires that were administrated to 38 management employees of Awash who are based in Addis Ababa and Merti Jeju Farm. The second one was conducting semi structured type of interview with four HR managers involved in the strategic human resource planning to solicit further information and detailed explanation.

In addition, both secondary and primary sources of data were used. The secondary sources were the collection of data from documents such as annual report, strategic business plan of Awash, the company's profile, policy, procedures and process manual of Awash. Primary facts are one of the essentials for the research outcomes. Consequently, it could be investigated that during the preparation of Strategic HR policy, majority of the respondents agreed that the company possesses sound HR strategic planning policy.

- What is more, almost all the respondents agreed that the company committed in providing financial support necessary for the implementation of the HR strategic plan. However, most respondents disagreed on sense of ownership among senior management towards the strategic HR plan and committed to implement the HR strategic initiative.

- It was also found out that the majority of the respondents disagreed that Awash has not been using strategic HR plan to make HR related decisions. Many respondents believed and agreed that HR staff has motivation and capability to plan, implement and maintain strategic HR plan. Likewise, more than half of the respondents agreed that the current structure of HR department is appropriately implementing the strategic HR planning process.
- Another major finding between the linkage of HR strategic plan and corporate strategy shows that many respondents agreed that the company has clear vision and mission. On the contrary, many of them rate neutral on the mission statement compatibility with the activities carried out by the company. The finding on HR strategies if they were cascaded down from corporate strategy of the company showed that most respondents were unable to indicate their stand.
- Summary of findings regarding challenges faced by the company of strategic HR plan shows that the majority of respondents agreed that there is lack of management support. In addition, many respondents agreed that there is commitment from HR department in implementing the strategic HR plan. On the other hand, majority of respondent believed that there is not necessary data and information of strategic HR plan. Regarding alignment with other department and involvement of unit managers in the HR strategic plan, majority of respondents disagreed.
- Summary of findings regarding the internal and external determinant factors of strategic human resource planning indicated that majority of the respondents agreed that the internal factors had greater influence. Also greater number of respondents (76%) came to an agreement that human resources policies and procedures had influence on the practice. Majority of respondents, approved government policy, technological advancement and economic development had influence at strategic human resource planning practice.

From the interview result, integration of HR strategic plan with corporate strategy of the company were found aligned to a moderate extent. Regarding the participation of HR director in the formulation of corporate strategy, he/she got greater opportunity to underpin the HR interest and make decision in the strategy HRP process. Finally, based on the interview, the management support in implementing strategic plan is moderately satisfactory.

5.2. Conclusion

The purpose of the study was assessing the practice of Strategic Human Resource Planning at Awash Wine S.C. Based on the findings of the study, the following conclusions were drawn on the key and specific objectives of the study.

The finding of the study indicated that strategic human resource planning in Awash management assessed how they perceived the current practice, their knowledge towards SHRP and level of satisfaction on the SHRP practice.

Although, it is possible to conclude that Awash Wine S.C has strategic HR planning policy and procedures, there existed barriers in communicating as clearly and properly as possible to all levels of management. Currently HRD department of the company has prepared its strategic plan which is derived from the main business strategy of the company. The current strategic plan of the company contained strong focus areas that the strategic plan should contain. This implies that the company has to form a medium through which all the stakeholders know the company's strategic plan as well as its policy.

The disconnection regarding challenges faced on strategic HR plan, the finding disclosed that, Awash's top-level management bodies are expected to minimize or /and avoid the gap existed in order to get better feedbacks and results.

The evaluation of the finding on the company's commitment of providing financial support necessary for the implementation of the HR strategic plan, implies that the company had good commitment to provide financial support. On the contrary, the company has work hard on the senior

management team members in order to cascade the company business strategy to each department. recommendation

Summary of findings regarding the internal and external determinant factors of strategic human resource planning it can be inferred that, it is one of the quickest tools to explore and describe the internal and external environment. The HR strategic formulators did not take proper focus on undertaking SWOT analysis.

Finally, based on the above findings we can conclude that Awash Wine Share Company Strategic Human Resource Planning practices at start level. Thus, in order to enhance productivity and organizational performance and ultimately be competitive in the brewing industry, Awash Wine S.C should improve the existing SHR planning practices and implement the following suggestions provided by the researcher in the next section.

5.3. Recommendations

This part of the study tries to give some possible resolutions to be taken by Awash to alleviate the deficient parts in its practice of strategic human resource planning. Based on this, the following recommendations are forwarded from the finding of the study.

The company experience of working with strategic HR plan is appreciable. But, its gap of not properly participating and afterwards communicating the strategic HR plan to all stockholders has a repercussion on the company. Therefore, a well-organized and comprehensive participation of stakeholders need to be involved while developing and revising the strategic HR plan. In addition, continuous and consistent communication of the strategic HR plan should be made, until all managers get a clear understanding and feel sense of ownership toward the implementation of strategic HR plan.

Aligning strategic human resource planning with strategic business planning has major role in successful achieving of the company 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, Awash top management advised to give attention the integration of SHRP with SBP during the plans have prepared. To construct viable plans, company strategists need information on the availability of personnel; to forecast requirements and availability of human resource; human resource planners need information on anticipated expansions, marketing strategies, new product development, technological change or contractions of the organization. Only through an interactive or integrative linkage can both strategic business planning and strategic human resource planning become truly effective.

It is great that the company has clear vision and mission statements. Vision and Mission Statements have no power unless they are shared. If the Vision and Mission statements resound only with the writers, then they will not be very actual at guiding and driving the organization. Therefore, the organization must make clear that all employees know and understand the corporate mission, vision, and values.

The determinant factors of strategic human resource planning internal external and a SWOT analysis is a useful tool for developing HR strategic plan. It is one of the quickest tools to explore and describe the internal and external environment. The HR strategic formulators did not take proper focus on undertaking SWOT analysis. Therefore, the organization must give due attention in undertaking SWOT analysis at the time of formulating HR strategic and HR planning, to keep the strength and manipulate opportunities and to solve weakness and take proactive measures for threats.

Another major issue that should be given emphasis by the company is creating sense of ownership in strategic HR plan formulation and implementation The more that people, from top to bottom in the organization, have a sense of ownership about the strategic plan, and a stake in successful implementation, the more they will be committed to the process. So, it is important to work towards creating sense of ownership through an inclusive approach to strategic HR planning. That is because involvement creates ownership.

Finally, everyone expected to be self-disciplined so as to execute both company strategic business and strategic human resource plans. Awash management should know that for strategic human resource planning to be effective it should be aligning with the company strategic business strategic plan.

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APPENDIX I:

Appendix 1- Interview Questions ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES MBA-HUMAN RESOURCE

Interview Questions for Strategic HR Planning Linkage with Business Objectives with only HR Director and HR Managers

1. What does Strategic Human Resource Planning mean to you?
2. Does the company have Strategic Human Resource Plan?
3. Do you think that HR strategic plans are derived from corporate business strategy and their implementations are in line with overall corporate strategy? If yes, how/to what extent?
4. Do you think the HR head involves in the strategic business planning process? If yes to what extent? To what extent do HR directors involve in key organizational decisions?
5. Do you think Awash is working under intense competition business environment? If yes, how it is expressed in terms of HR?
6. How do you explain the alignment between Strategic HR practices and other departmental business strategies?
7. How do you evaluate the support provided from the top management while formulating Strategic HR Plan?
8. What recommendations would you give to improve the practice of strategic human resource planning of the company?

Appendix 2- Questionnaire
ST. MARY’S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MBA-HUMAN RESOURCE

Questionnaire to be filled by Directors, Managers and Supervisors of Awash Wine Main Office and Branch Level

Researcher – Netsanet Eyouel

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Research Topic: Assessment of Strategic Human Resource Planning Practices: The case of Awash Wine Share Company.

Dear Respondents,

I am a graduate student at St. Mary University, currently conducting a research for the completion of my Master of in Human Resource Management. The purpose of this questionnaire is to assess the overall Strategic Human Resource Planning (SHRP) practice of Awash Wine Share Company. I want to assure you that the information you provide will be solely used for academic purpose. No other person will have access to the data to be collected. The completion of the research substantially depends on your cooperation and of the information you give in this questionnaire.

Therefore, I kindly request you to respond to each question carefully and oblige. Finally, I would like to express my earnest appreciation for your generous time, honest and prompt responses.

General Information

- There is no need of writing your name.
- In all cases where alternative answers are available mark “X” on the appropriate box.

Thank you in advance for your cooperation.

Part I

Demographic Information

Please provide some information about yourself:

1. Which age brackets do you belong to?

25– 30 years 41-50

31 – 40 years 51- 65

2. Gender

Male Female

3. Your highest level of formal education?

Diploma/equivalent BA/BSc/BLL degree Master's Degree PhD

4. How long have you been working in your current position?

1 – 4 years 11 – 15 years

5 – 10 years 16 years & above

5. Your current job levels?

Director Manager Supervisor

Part II Information related to Strategic Human Resource Planning practices at Awash

Please indicate your level of agreement or disagreement about strategic human resource planning and management practices of Awash

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

No.	Question Item	5	4	3	2	1
1.	Awash has sound strategic human resource planning policy					
2.	I have exposure or knowledge about the present strategic human resource planning practices.					
3.	The company significantly implement the strategic plan to make business decisions					
4.	The company has engaged in strategic HR planning processes.					
5.	The company significantly uses strategic HR plan to make HR related decisions.					
6.	Human resource department is responsive regarding strategic HR planning.					
7.	The Strategic HR Planning process is participatory (all management teams are involved adequately in the process of strategic HR planning).					
8.	Main stakeholders of the organization are well communicated about the strategic HR,					
9.	The stakeholders are convinced adequately for the implementation of strategic HR planning.					
10.	The strategic HR Planning adequately incorporate all HR strategic issues.					
11	The company is committed to providing financial resources to support the implementation of strategic HR initiatives.					

PART III: - Alignment of Strategic HR Planning of Awash with Corporate Strategy

Please indicate your level of agreement or disagreement regarding strategic Human Resource Planning alignment with corporate Strategy by using the rating scale provided below.

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

No.	Question Items	5	4	3	2	1
1.	Awash has a clear vision, mission and strategic goals.					
2.	The strategic plan has been well aligned down in the organizational hierarchy.					
3.	The current mission statement of the company is compatible with the activities being carried on by the company.					
4.	HR Strategies are cascaded down from corporate strategy of the company.					
5.	HR Strategic plan is aligned with corporate strategy					

PART IV. Challenges of Strategic Human Resource Planning.

Please indicate your level of agreement or disagreement regarding the challenges of human resource planning by using the rating scale provided below.

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

No.	Question Item	5	4	3	2	1
1.	Lack of management support					
2.	Lack of knowledge in preparing strategy human resource planning					
3.	Lack of human resource department support					
4.	Unable to get data or information about strategic business plan of Awash during HRP preparation					
5.	Technological developments and changes					
6.	Political influence					
7.	Lack of coordination between HRD and others (department or unit)					

Part V. Determinant factors of Strategic Human Resource Planning.

Please indicate your level of agreement or disagreement regarding the internal/external factors affecting of human resource planning by using the rating scale provided

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

No.	Question Item	5	4	3	2	1
1. What types of Internal Factors affecting SHRP						
1.1.	Company Policies and Strategies					
1.2.	Human Resource Policies					
1.3.	Job Analysis					
1.4.	Trade Union					
2. What types of External Factors affecting SHRP						
2.1.	Government Policies:					
2.2.	Level of Economic Development					
2.3.	Business Environment					
2.4.	Level of Technology					
2.5.	International Factors					

Thank you so much!!

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Solomon Markos (Ph.D.). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

_____ Netsanet Eyouel _____

Name

St. Mary's University, Addis Ababa

Signature

June 2020

ENDORSEMENT

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

Solomon Markos, (Ph.D)

Advisor

St. Mary's University, Addis Ababa

June 2020