

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

**AN ASSESSMENT OF HUMAN RESOURCE PLANNING PRACTICE IN  
THE CASE OF COMMERCIAL BANK OF ETHIOPIAN HEAD OFFICE.**

**BY**  
**MELESE AKENDA**

**JUNE, 2014**

**SMU**

**ADDIS ABABA**

**AN ASSESSMENT OF HUMAN RESOURCE PLANNING PRACTICE IN  
THE CASE OF COMMERCIAL BANK OF ETHIOPIAN HEAD OFFICE.**

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

**BUSINESS FACULTY**

**St. MARY'S UNIVERSITY**

**IN PARTIAL FULFILLMENT OF THE REQUIRMENTS FOR  
THE DEGREE OF BACHELOR OF ART IN MANAGEMENT**

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## **ACKNOWLEDGMENTS**

Glory to the Almighty God and his Mother for giving courage me and strength throughout my educational life, next my deepest thank goes to my advisor Ato Seferu Gagar for his attentive follow up, advise, kindly approach, comments.

I want to forward my heartfelt acknowledgment to my family and friends for their patience morale and support during the past three years.

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Human beings perform duties and discharge responsibilities as an individual or groups in organization. The way this resource is managed strongly affects the performance of the organization, as well as development process of a country at large. Knowledge of how human capital is acquired, managed and utilized is one field of study. Yet little it may be some orientation of it is very important for every individual regardless of level of education, profession and management positions/he holds (Addis, 2008:8).

Human Resource Planning is the process of determining the need of the right man at the right time to the right job. It is the process of determining the need of the provision of adequate Human Resource to the job in the organization (Abraham, 2006:27).

Human resource planning is the process of forecasting an organization's future demand for and supply the right type of people in the right number (Answathappa, 2002:53). For an organization to recruit first it needs to have a plan for the requirements.

The Commercial Bank of Ethiopia is the leading Bank in Ethiopia established in 1942 E.C. It is the first Bank in Ethiopia to introduce Automated Teller Machine (ATM) service and pioneer to introduce modern banking to country for local users more over it plays a catalytic role in the economic progress and development of the country.

The Commercial Bank of Ethiopia provides wide banking service internationally and in domestic banking industry. It is the most competitive public bank which has more than 900 hundred branches all over the country. The bank has total employees of 2278. From the total 310 of they are working in head office.

## **1.2 Statement of the Problem**

In a dynamic world an organizations needs to utilize its resource effectively and efficiently, among the resources the human resource is the most needed capital for a creations organizations and it needs an effective planning. "Human resource planning includes the estimations of how many qualified people are necessary to carry out the assigned activities how many people will be available and what if anything must be done to insure the personnel supply equals personnel demand at the appropriate point in the future" (Davied ,et al. 1989:79).

"Human resource planning is the sub system in the total organizational planning includes managerial activities that sets the companies objectives for the future and determine the appropriate means for achieving those objectivity "Terry et al. 2003: 156)

For starting the management process the first step is human resource planning that can held by the human resource planning department. This planning process needs critical overview and emphasis as the key of all process in Commercial Bank of Ethiopia Head office. The planning and managing of the manpower of the whole branch is having conducted in the centralized Human Resource branch. However, Commercial Bank of Ethiopia has its own divisions and departments and it has its own authority to take over control and is responsible for all the human resource management issues. However, it has structured and functional authority. A department and perform all the centralizes human resource management tasks, it faces with many problems.

This research paper assessed the process of planning in this organizations and tried to identify the problems occurred while conducting the process by raising the following basic questions.

### **1.3 Research Questions**

1. What are the forecasting tools used in the process of planning human power?
2. What problems had occurred in the process of Human Resource planning?
3. To what extent Human Resource planning is effective?

### **1.4 Objectives of the Study**

#### **1.4.1 General Objectives**

The general objective of this research was to assess the Human Resource Planning process of Commercial Bank of Ethiopia in the Head Office.

#### **1.4.2 Specific Objectives**

**The specific objectives of study were to:**

1. Identify the major forecasting tools used in the process of planning manpower.
2. Explore the existing problem that has been occurred during the planning process.
3. To assess how effective the Human Resource planning is.

### **1.5 Delimitation of the Study**

The research paper had been conducted on the human resource division of the Commercial Bank of Ethiopia, which is in the Head Office. Due to the availability of data and the location of the bank the student researcher have selected the Head Office to become cost wise. The targeted evidences are the human resource planning department employees of Commercial Bank of Ethiopia Head Office which is found in Addis Ababa Ethiopia. Due to time constraints period of data of this research had included the last five years of the Commercial Bank of Ethiopia at Head Office data from September 2000 to July 2005 E.C.

### **1.6 Significance of the Study**

This research paper was most important for the human resource planning division as it aimed to assess the process and identify the problems. The other significance is for other researchers it may help as reference material. Since, the study had conduct in HRP it had give some outcomes for the given bank on the area of HRP. Lastly have taken this study as a reference to conduct further study on HRP issue.

## **1.7 Definition of terms**

**Human resource:** is the dynamic, key, difficult organizational resource, which gives life and introduces change in organization (Abraham, 2006:2).

**Human resource management:** refers to the practices and policies needed to carry out the people aspects of management job by helping people and organization reach their goals (Abraham, 2006:1).

**Planning:** establishing goals and standards; developing rules and procedures; developing plans and forecasting (Addis, 2008:9)

**Human resource planning:** can be described as a series of activities, consists of planning the necessary programmers of selection, recruitment, training, deployment, utilization, transfer, promotion, development, motivation and compensation. So that future work force requirements are satisfied (Saiyadain, 2003: 68).

**Forecasting:** estimating what is how much and when some things are required (Addis, 2008:37).

**Job:** A group of positions that is similar in their duties, such as a computer programmer or compensation specialist. (Abraham, 2006:35).

## **1.8 Research Design and Methodology**

### **1.8.1 Research Design**

From all type of research design method the researcher had used descriptive research deigns method. Because in descriptive the researcher has no control over the variables, it described the nature of affairs as it exist at present can report what has happened or what is happening.

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

The population of the study includes employs and management. The sampling technique used is simple random sampling. This method is employed because it gives all members of the population equal chance of being selected and represented in this study.

There are 310 employees in the given bank which are considered as population. But the student researcher had taken 30% of the population as a sample and simple random sampling method was used for the sake of giving equal opportunity for each respondent.

### **1.8.3 Types of Data to be collected**

The research had used both qualitative and quantitative data to make the research more comprehensive. The data those were included in conducting this research paper were both primary and secondary source of data. As the primary sources includes questionnaires and Interviews.

### **1.8.4 Method of Data Collection**

To collect the data the student researcher was conducted interview with the division Heads and Authorized managers and questionnaires for the employees in the planning operation.

### **1.8.5 Data Analysis Methods**

The data collected from the questionnaire and interviews was analyzed using a descriptive method of data analysis as this method of data analysis helps to describe and express the findings. And the analysis had some tabular representations and graphical representations. As usual the research paper had included qualitative data which gathered using questionnaire and interview.

### **1.9 limitation of the study**

In conducting the research paper the student research faced with some limitations. One of the challenging problems difficulty to get factual data from respondents and lake of any published material and official documents due to this reason and time constrains the researcher was not made his study as the harmony way.

### **1.10 Organization of the Study**

The research paper organized into four chapters. Chapter one contains Background of the Study, Statement of the Problem, Research Question, Objectives of the Study, Delimitation, and Significance of the Study, Research Design and Methodology, Organization of the Study. Chapter Two comprises the related review Literature. Chapter Three deals presentation Analysis and interpretation of the study. In chapter four, summary of major findings, conclusion and recommendation had been forwarded.

## **CHAPTER TWO REVIEW OF RELATED LITERATURE**

### **DEFINITION OF HUMAN RESOURCE PLANNING**

Human resource is a planning process of forecasting an organizations future demand of the right kind of people, at the right place, in the right time, capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives. In an organization is planning for employment requirements, it will usually need to forecast three things personnel need the supply of inside candidates and the supply of outside candidates (Asswappata, 2002:53).

As Abraham, (2008:26-27) stated human resource planning forecasts an organization's future demand for and supply of employees. Human Resource Planning (or employment planning) enables managers to develop staffing plans that support the organization strategy allowing it to fill the job openings proactively. Human Resource Planning previously in such a way that systematically forecasts an organization's future demand for and supply of employees. In line with this, all organizations should identify their short-run and long run employee needs by examining their corporate strategies short-range plans point out job openings that must be filled in the coming year, long-run plans estimate human resource needs for the next, two five, or more years. Each organization must find able of practices that work within the company culture and the realities of business necessity.

According to Ivancevich (2004:135), Stated Human resource planning is both a press and a set of plans; it is how organizations assess the future supply of and demand for human resource. Organization must have accurate, rapid access to information about both the supply of demand for human resource and be prepared to deal with any surplus or shortage that may come about. Stated that an effective human resource plan also provides mechanisms to eliminate any gaps that may exist between supply and demand.

### **2.2 IMPORTANCE OF HUMAN RESOURCE PLANNING**

Human resource planning integrate strategic demands match human resource activities and future organizational objectives; achieve economies in hiring new workers coordinate different human resource programs; and expand the human resource information base to assist other human resource activities (Abraham, 2006:27 ).

Human resource planning is a significant for determining future personnel needs; to cope with changes in competitive forces, market, technology, and government regulation helps to create highly talented personnel; would protect the interests of weaker sections;

provides essential information for designing and implementing personnel functions; and human resource planning induces the investment capacity of an organization on its human capital (Asswathappa, 2002:54-57).

### **2.3 THE NEED FOR HUMAN RESOURCE PLANNING**

An organization needs to have a human resource plan in order to run in a competitive and changing environment; and also to correct the surplus and deficiency of a staff strength; jobs are becoming highly intellectual; expansion of strategies depend up an it; and all the respective human resource management functions follows the planning of human resource (Asswathappa, 2002:59 ).

The need Human Resource Planning in organization is realized for the following reasons if the desired people are not in position then the implementation of the plan/objective would suffer profile should includes the skill mix and right orientation. The normal was together of Human Resource Planning due to turn over death super annotation needs to some extent to be planned for unless of course the company decides to trim its man power by the normal attrition process (Khanka, 2003; 39) .

### **2.4 STRATIGC PLANNIG AND HUMAN RESOURCE PLANNING**

Human resource planning goes hand in hand with an organization's strategic planning. Human resource must fit strategically with the mission of the organizational as the strategic plan must adapt to environmental circumstances, and human resource management is one of the primary mechanisms that an organizational can use during the adaptation process (Ivancevich, 2004:137).

### **2.5 JOB ANALYSIS**

As Abraham (2006:35) stated job analysis is a process of defining a job in terms of tasks or behaviors and specifying the education, training, and responsibilities needed to perform the job successfully.

The human resource function started from job analysis; the information that can be gathered from job analysis with human inventory tells whether there is a need to have more human resource or not (Addis, 2008:16).

According to Edwin (1998:69) job analysis refers to the process of studying and collecting information relating to the operations and responsibilities of a specific job. The immediate product of this analysis is job descriptions and job specifications "There are two major aspects of job analysis: those are job description and job specifications.

### 2.5.1 JOB DESCRIPTION

Job description lists job title, duties, machines and equipment involved, working conditions surrounding a job, and like. Job description contains. Job title, Location, Job summary, duties, machines, tools and equipment, materials and forms used, supervisions given or received working conditions and hazard (Asswatappa, 2002:88).

Job description is written statement of what the worker actually dos with Respect to the working condition (Addis, 2008:21).

The job analysis also results in the specification of what kind of traits and experiences are needed to perform the job (Abraham, 2006:35).

### 2. 5.2 JOB SPECIFICATION

The job takes the job description and answers the question” what human traits and experience are required to do this job well?” It shows what kind of person to recruit and for what qualities that person should be tested (Addis, 2008:27).

Job specification describes the individual traits and characteristics required to perform the job well (Abraham, 2006:35).

A statement of human qualifications necessary to do the job usually contains , Education ,Experience, training, judgment, intuitive, physical skills, emotional characteristics and unusual sensory demands such as sight , smell, hearing.(Asswathappa , 2002:88)

### 2.6 LEVEL OF PREPARATION OF PLANS

Based on level of preparation Human Resource plans are classified and arranged in a hierarchical order .Hence this classification is also known as hierarchical Human Resource plans. Human Resource plan of industry form a subsystem of higher order plan viz. the sartorial Human Resource plan Sartorial Human Resource plan. From, in turn, a part of national Human Resource plan-summarizing we have following hierarchy of p Human Resource plan.

**A National human resource plan** - prepared by central government scope includes demographic data Growth National Product Educational facilitates, professional studies, requirement of man power of different categories like technical administrative, etc. are given for a Specific period.

**B Spectral human resource plan** - covers spectral man power requirement in number and quality for

Different sectors like industry and agricultural etc. It can be for further broken down state-wise, sub – sector wise etc.

**C Industrial human resource plan** – covers future projection of technically qualified manpower in various Specifications for each type of industry in industrial sector.

**D Organizational human resource plan** – Gives out for a given period of time the number and quality Level of suitable persons/employees for each organization (Nair, 2004: 67).

## **2.7 REQUISITES FOR SUCCESSFUL HUMAN RESOURCE PLANNING**

Human resource planning must be recognized as an integral part of corporate planning; personnel records must be complete, up-to-date and readily available ; responsibilities should be centralized in order to co-ordinate consultation between different management levels; the time horizon of the plan must be long enough to permit any remedial action; plans should be prepared by skill levels; backing of top management for human resource planning; and data collection, analysis, techniques of planning and the plans themselves need to be constantly revised and improved (Asswathappa, 2002:76 ).

## **2.8 HUMAN RESORCE PLANNING PROCESS**

Human resource planning essentially evolves forecasting personnel needs, assessing personnel supply and matching demand –supply factors through personnel-related programs. Within the human resource environment, the first step in the process will be analyzing organizational objectives and policies which translate information with the human resource need forecast and human resource supply; forecast the second step is dealing with forecasts. After the forecasts done human resource programming, human resource planning implementation, and control and evaluation of programmer will take the respective stapes orderly (Asswathappa, 2002: 61).

The human resource planning process is the process of systematically reviewing human resource requirements to ensure that required numbers of employees, with the required skills, are available when they are needed. Human resource planning involves marching the internal and external supply of people with job opening anticipated in the organization over a specification period of time (Goitom, 2007:22).

## **2.9 HUMAN RESORCE FORECASTING TECHNIQUE**

Human resource forecasting is estimating not only how many but also what kinds of employees will be needed. Foresting yields advance estimates or calculations of the organization are staffing requirements. Classified the techniques as expert estimate, trend

projection, modeling and multiple –predictive and unit-demand forecasting techniques (Ivancevich, 2004:138).

Human resource forecasting is the process of estimating the future quantity and quality of people required. Forecasting techniques from simple to sophisticated ones. The techniques are managerial judgment, ratio – trend analysis, work study technique, expert estimate, Delphi technique, modeling and multiple-predictive technique, unit-demand forecasting and flow models (Asswathappa, 2002:62).

#### **A. MANAGERIAL JUDGMENT TECHNIQUE**

In this technique, managers sit together, discuss and arrive at a figure which would be the future demanded for labor (Asswathappa, 2002:63).

#### **B. EXPERT ESTIMATE**

The least mathematically sophisticated approach to employment forecasting is for an “expert “or group of experts to provide the organization with demand estimates based on experience , guesses, intuition and subjective assessments of available economic and labor force indicators (Ivancevich, 2004:139 ).

#### **C. DELPHI TECHNIQUE**

Concerns over a single individual’s ability to provide accurate estimates of such complex issues lead to development of Delphi technique (Ivancevich, 2004:139).

Delphi technique is a method of forecasting personnel needs by soliciting estimates of personnel need from a group of experts, usually managers (Asswathappa, 2002:65).

#### **D. TREND PROJECTION**

Based on a past relationship between a factors related to employment to employment itself; related a single factor to employment (Ivancevich, 2004:140).

The quickest forecasting technique which involves studying past ratios (Asswathapa, 2002:64).

#### **E. MODELING AND MULTIPLE-PREDICTIVE TECHNIQUE**

Uses the most sophisticated forecasting and modeling techniques, and relates many factors to employment (Ivancevich, 2004:140).

## **F.FLOW MODELS**

Markov model-involves developing a matrix to show the probability of an employee's moving from one position to another or leaving the organization (Ivancevich, 2004:140).

Regression analyzing – is a mathematical procedure that predicts the dependent variable on the basis of knowledge of factors known as independent variables. When only one dependent and one independent variables are studied, the process is known as simple linear regression, and when there is more than one independent variables being considered it is referred to as multiple regression (Addis, 2008:37).

## **G.UNIT-DEMAND FORECASTING**

The unit forecasting is a bottom – up approach to forecasting demand. Head quarters sums these unit forecasting, and the result becomes the employment forecast (Ivancevich, 2004:138).

## **H.WORK-STUDY TECHNIQUE**

This can be used when it's possible to apply work measurement to calculate the length of operations and the amount of labor required (Asswathappa, 2002:64).

### **2.10 COMPONENT OF HUMAN RESOURCE PLANNING**

Human resource planning has two components requirements and availability. Forecasting human resource requirements involves determining the number and the type of employees needed, by skill level and location. These projections will reflect various factors, such as production plans and changes in productivity. In order to forecast available human resources, management looks to both internal sources (presently employed employees) and external sources (the labor market)

When employee requirements and availability have been analyzed, the firm can determine whether it will have a surplus or a shortage of employees. Ways must be found to reduce the number of employees if a surplus is projected. Some of these methods include; restricted hiring, reduced hours, early retirements, and layoffs.

If a shortage is forecasted, the firm must obtain the proper quantity and quality of workers from outside the organization. Thus, external recruitment and selection is required in this situation. Because conditions in the external and internal environments can change quickly, the human resource planning process must be continuous (Goitom 2007; 23).

#### A. Forecasting Human Resource requirements

Human Resource requirements forecast are an estimate of the number and kinds of employees the organization have need at future dates to realize its stated goals. Before Human Resource requirements can be projected demand for the firm's goods or services. Must first be forecasted, however, this forecast is then covered into people requirements. For the activates necessary to meet this demand.

#### B. Forecasting Human Resource availability

Determining whether the firms are able to secure employees with the necessary skills and from what sources is called an availability forecast. It helps to show whether the needed employees may be obtained from within the company from outside or organization (Asswahappa, 2002: 56).

### **2.11 FACTORS AFFECTING HUMAN RESOURCE PLANNING**

Human resource planning is influenced by type and strategy of the organization, growth cycles and planning, environmental uncertainties, time horizon, type and quality of information, nature of jobs being filled, and off-loading the work. Goals of the controlling interests in the organization, demographic changes, government policies and types of people employed and the tasks they perform infuse the human resource planning.

It is clear that Human Resource Planning is developed on the basis of the organization's strategic plan which is prepared after a detail examination (analysis) of external and internal environments. Therefore, since Human Resource Planning is one of the reduced aspects of strategic plan, it is affected by various factors (Asswathappa, 2002:77).

#### **2.11.1 EXTERNAL FACTORS**

##### **A.ECONOMIC FACTORES**

The vagaries of the business environment are another imponderable factor. Factors related to the sudden rise and fall of demand for a product cannot be easily estimated. These may be the result of government taxation polices, import restrictions, or. Limitation of transfer of know-how. The changing nature of the business. Cycle with, for instance a recession. Setting in, can change the need for manpower drastically predicted shortage of certain jobs may in effect in a surplus? (Saiyadain, 2003:64).

## B. Social Factors

Forecast of Human Resource must take into account expectation of existing and potential employees on wages, working condition and government regulations feature trend in potential influences and public opinions are other major factors.

## C. Demographic Factors

Demographic factors have decisive influence on forecast of future requirements .these are availability of youth training /college facilities ,sex ratio, facilitate for professional education, income level etc..

## D. Competition

Competitor's strategies influence future requirement of manpower in a variety of ways promotion steps taken by competitors like advertisement, quality of product, distribution channels, pricing of product, etc. will reveal the direction in which we must formulate over own strategy. If the quality of product requires improvement vis-à-vis. The competitor, we may employ competent R&D, engineers, to improve the product design.

## E. Technological Factors

Elsewhere, we have stressed the importance of technology. Technology controls the capital and labor. Force technological breakthrough can reduce the no. of operators and increase the quality and output manifold forecast of future manpower, obviously depends heavily on future trend in technology. This is one of the reason why "technology forecasting "itself has become a specialist field in modern management (Nair, 2004:70).

### **2.11.2 Internal Factor**

As described by Asswathappa (2002:58) the following are internal factor of Human Resource Planning

#### A. Type and strategy of the organization:- the strategic plan

- Decides the strategy to be followed:- reactive or proactive strategy
- Determine the breadth of Human Resource Planning:- a narrow focus or broad focus approach
- Decides the formality of the plan (is a plan formal or informal)
- Decides on flexibility:- (flexible or inflexible plan)

- B. Organizational growth cycle and planning, organizations can be at embryonic stage, growth stage, maturity stage or declining stage. Thus,
- Embryonic stage-there may not be human resource planning.
  - Growth stage-forecasting of employees and internal development of people can be essential.
  - Decline stage- planning focus on layoff, refreshment and retirement
- C. Time Horizon: plans can be short term or long term
- D. Type and quality of information: organization operates in stable environment are in the better position to obtain comprehensive, timely and accurate information.
- E. Nature of the job: it's necessary to anticipate vacancies as far in advance as possible to find out suitable individuals.

## **2.12 BARRIERS TO HUMAN RESOURCE PLANNING**

People question the importance of making human resource practice future oriented and the role assigned to human resource practitioners in formulation of organizational strategies.

Human resource practitioners are perceived as experts in handling personnel matters, but are not experts in managing business, human resource information often is incompatible with the information used in strategic formulation; conflicts may exist between short-term and long-term human resource needs, conflict between quantitative and qualitative approaches to human resource planning, and non-involvement of operating managers renders human resource planning ineffective (Asswathappa, 2002:76).

## **CHAPTER THREE**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

In conducting this research paper entitled with Human Resource Planning practice in the case of Commercial bank of Ethiopia Head Office the researchers distribute 90 questionnaires and conduct an interview for 3 administrative staffs of Commercial bank of Ethiopia Head Quarter employees. These 93 respondents are the representatives of the whole population and the researchers gathered all the necessary data's using thus two data gathering tools questionnaires and interviews. As the research topic deals with Human Resource Planning the respondents were employees of the Human Resource Division who have direct relationship with the topic since they are engaged day to day activities of personnel management.

The data's gathered through questionnaires and interviews are analysis methods which have tabular representations for each of the close ended questions with their respective percentage value and brief explanation for the open ended questions and the interview results.

#### **3.1. General characteristics of respondents**

This section presents and interprets the general respondents of questionnaires by sex, age, work experience and educational background. The questionnaire was prepared in a way that can help to collect the required information, identification and classification.

**Table 1: - Background of respondents**

Description		Number in proportion	% age
Sex	Female	29	32.2
	Male	61	67.8
	Total	90	100
Age	18-27	17	18.9
	28-36	25	27.8
	37-45	33	36.6
	46-54	15	16.7
	Above 55	-	-
	Total	90	100
<b>Work experience</b>	1-5	11	12.2
	5-10	34	37.8
	10-15	42	46.7
	Above 20	3	3.3
	Total	90	100
Educational background		-	-
	Diploma	46	51.1
	Degree	24	26.7
	Master degree	20	22.2
	Total	90	100

The data gathered shows that among the 93 respondents of these questionnaires 29 of them are females while the rest 61 of them are males and it refers that most of the employees of the human resource staff are males and their percentage proportion shows that 32.2 % of the targeted employees are females while 67.8 % of them are males.

As it is shown in the above table most of the respondents are in the age level of adult period 18.9 % of the respondents are in between the age level of 18-27 and they are 17 in number 27.8 % of them are in the age level of 28-36 and they are 25 in number 36.6 % of the respondents are in between the age level of 37-45 with their total number of 33 from 90. And the rest 16.7 % of the respondents were in the age level of 45-54 with convenient number of 15. This data shows that above half of the respondents are above the age of 27. Among the respondents as the data shows respondent number whose age is equals and above 55 is zero.

The educational back ground of the respondent is characterized by the zero amount of certificate holders which the distribution started with diploma holders proportionally they cover 51.1% of among 90 of the respondent. 26.7 % of the respondents have first degree. And the rest 22.2% of the employees who are 20 in number have a master degree as the interview result taken with shows most of the employees who had improved their educational level by upgrading and the bank has its own program towards educational improvement of its employees. The bank is helping them to improvement their educational background by giving scholarship opportunities by dealing with other organization.

As it is shown in the above table the least proportion which is 3.3% among the respondents have above 20 years experience.46.7% in percent have an experience of 10-15 years which results in the upgrading process of their education. Those with 5-10 year experiences that have the cover 37.8 % as of their proportional value the last 1-5 year experience cover 12.2 % of the whole proportion.

The interview result taken with the top managers shows that the experienced have resigned for better payment or engaging in their own business. So that the bank is experiencing to hire new blood, however is costly to recruit, train and maintain all their best performances. The turnover affects the overall movement of the bank.

Table 2 Career Type

Career	Number	Percentage
Teller	-	-
Cashier	-	-
Administrator	88	97.8
Top manager	2	2.2
Total	90	100

### **3.2 Analysis of the major findings**

Among the respondents none of them are in the duties of customer service officer or cashier 97.8 % are administrative staffs and the rest 2.2 % of the respondents are administrative staffs. In the first place respondents were requested about the current position or department they are engaged in specific.

Table 3 Appropriate Department

Department of respondents	Number	Percentage
Human Resource	90	100
Management/Administration	-	
Marketing	-	
Total	90	100

All of the respondents of the questionnaire were staffs of Human Resource Department while the 2 interviewees are top managers in the administration as stated in the above paragraphs the depend ability of the data collection towards Human Resource Department.

At the first place the perception the respondent refers that there acceptance or recognition towards the dynamic economic and social perspective of the human resource planning in the organization simply it refers the understandability of the respondent to wards the whole movement in the palling process. And as all of the respondents are staffs of human resource planning, they are expected at least moderate perception about the process.

Table 4. Response related to employees Perception Human Resource Planning Process

How is your perception about the HRP process in your organization?	Number	Percentage
Very good	6	6.7
Good	17	18.9
Average	38	42.2
poor	21	23.3
Very poor	8	8.9
Total	90	100

As it is show in the above table as there are respondents with Avery good perception, which are 6.7 % there are also respondents with very poor perception rate. Covers 8.9 % of the proportion thus who have relatively good perception about the process have a total coverage of 18.9%. The highest proportion which is 42.2% of the respondent proportion that has moderate perception level. The next high numbers of respondent's replay that as they have poor level of perception on the planning process has 23.3% value in the total proportion.

In the interview result there states about the perception of the respondents employees always are concerned about their day to day activities and sense of duty, so that the could not strive to have a know how about other related tasks unless it concerns them the human

resource department do not help them to aware about the planning process and there aspects using tanning other method.

The other aspect in the questionnaire is the question about how much they enjoy their position and the higher proportion on the medium range of satisfaction level but it occurs not by their career rather by benefits of the organization as a remuneration and forage benefits.

Table 5. Response related to the position assigned.

How do you enjoy the current position you held in your organization?	Number of respondents	Percentage
Very good	6	6.7
Good	15	16.7
Medium	40	44.4
Poor	20	22.2
Very poor	9	10
Total	90	100

The least number of respondents are those who enjoy their position very good and are 6.7% while 16.7 % of them had a good enjoyment in their current position. The higher proportion which is 44.4 % enjoyed their current position moderately the next higher proportion is the poor enjoyment range of respondents with a numerical value in percentage 22.2 % respondents who have very poor enjoyment have 10 % of the total proportion the above data shows that around half and above of the respondents are not enjoying their current position well on the psychological aspects of the one some people gain their career satisfaction due to promotion or position related factors and the responsibility they have taken while others have a satisfaction depending on the benefits and compensations gain as reward from performing some task.

Table 6. R&D contribution level

Does the R & D contribute to the planning process?	Number of respondents	Percentage
Very high	54	60
high	18	20
Medium	12	13.3
Low	6	6.7
Very low	-	-
Total	90	100

Obviously the Research and Development (R & D) department is one of the major supplementary staff for bench marketing the forecasting techniques the base for the necessity of the planning at specified time quality and quantity with specified circumstances had been always found out by the R &D explanation. 60 % of the respondents agreed up on the very high contribution of R & D to the process 20 % of the respondents have agreed on the high contribution of the department to the human resource planning process. Research and development department has a moderate involvement as of those 13.3 % respondents 6.7 % respondents implies that there is low contribution by the R & D to the planning none of the respondent infers that R & D has very low contribution for the planning process so that it implies there exists an involvement of research and development on the process.

The main problem that uncomfortable the involvement of the research and development department is the time laps between continues researches are made the repetitiveness of researches and simple surveys helps to identify problems to the infancy stage which is suitable for coping up with any of the obstacles. The centre of focus or the focus are those researches are concerned about the next aspect that had an effect on the contribution of the research who other task un availability of necessary data respondents willingness budget and dynamic changes are also the problem of a research paper those limit the movement of the research to the next step.

The other aspects human resource are job description and job specification the core concept of the general manual which states all the requirements task follows and responsibilities helped one organization to directly meet with the currently working staff including the new blood.

Respondents also requested about the existence of clear job description and specification with its standard quality and addressability.

Table 7. Response related to employees satisfaction.

The organization has clear job specification and description to the employees.	Number of respondents	Percentage
Strongly agree	30	33.3
Agree	21	23.3
Neutral	24	26.7
Disagree	15	16.7
Strongly disagree	-	-
Total	90	100

The organization has clear job description and specification had strong agreement between the respondent 33.3% of proportion 26.7 % respondents replied that it is unclear and less available represents 'who are neutral and agreed on its existence respectively and they have 26.7% and 21% each with respect to their orders.

The bank has prepared job description and specification for the employees to have enjoy know how about their response beliefs and rights to enjoy in the interview result the interviewees describe that there is an enough job analysis is which has the clear statements and delivered with durable manner however the establishment or the forming job analysis process is not based on enough surveys and modifications rather it is direct copy of the previously made statements but with a specific time gap job analysis have to be made reviewed and adjusted based on the up to date data. In this bank job descriptions and specifications will be adjusted when there exists problem with employees and changing working system to handle problems they pick that job analysis and this which made the whole activity too late.

Table 8 Response related to HRP practice

How do you rate the effectiveness of HRP practice in CBE head office?	Number of respondents	Percentage
Very good	10	11.1
Good	19	21.1
Medium	15	16.7
Poor	33	36.7
Very poor	13	14.4
Total	90	100

In order to table 8 11.1 % of respondents rate the effectiveness of the planning process very good while 21.1 % of them rates the effectiveness good 16.7 % of the respondents states as it is moderately effective 36.7 % of the respondents rate it poor and the rest 14.4 % of them rate the process as it is very poor.

The effectiveness of the planning practice is backed by some internal and external factors thus influence the overall activities in the process among the problems the time horizon, lack of skilled manpower, new identification of better performance and lack of up to date data are the majors to make a process more effective.

In the planning process there are some factors to be considered these factors had their own values in the planning practice of each and every activity since thus have their own influence and consequences to be analyzed and considered thus factors are divided in to two categories such as internal and external factors. Internal factors are those factors occurred or existed inside the organization and include organizational structure type and quality of information and time horizon whole the external ones are those factors existed outside the bank or the external environment those have their own influence towards the overall activities in day to day interaction of the bank. Changes in these factors might change the working environment and decision making respondents were questioned about the consideration level of factors in the planning process also the interviewees were asked about the consideration which is considered and which is not within the practice they described that the internal factors are not considered enough in the process as of those external factors dealing with external factors is the responsibility of all the divisions and departments.

Coming up with this external factors helped the organization as a hole to expand the market structure to improve address ability and the like. However coming up with internal factors also helped the organization to improve there is no enough emphasis and consideration given. The human resource department must have enough emphasis towards the internal factors which helped its overall activity by handling problems occurred as a consequence of miss consideration of this factor.

Table 9 response related to internal factor of HRP

To what extent the following internal factor were a considered during developing the organization.	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Organization condition	12	13.3	18	20	36	40	14	15.6	10	11.1	90	100
Type and quality of information	6	6.7	9	10	42	46.7	22	24.4	11	12.2	90	100
Time horizon	16	17.8	10	11.2	39	43.3	13	14.4	12	13.3	90	100

The consideration the organizational condition as an internal factor is strongly agreed by 13.3 % of respondents 20 % of respondents agreed on the consider ability of this 40% of the respondents which is the highest value are indifferent about whether to agree or disagree on the idea of consideration. 15.6 %of respondents were disagree about the consideration the rest 11.1 % of the respondents strongly disagree about the consider ability of these factor this shows most respondents lies on the indifferent situation relatively to other ranges.

The consideration of type and quality of information as on factor is the other internal factors which have to be considered in the planning process however most respondents lied on the indifferent and disagreement stages of evaluation respondents are strongly agreed on the consider ability of this factor with their total proportion 6.7 % of respondents were agreed on the consider ability and having 10 % value the largest number of respondents which is about 46.7 % of are indifferent about whether it takes as a factor or not. The next large proportion which is 24.4 % of the respondents have disagreed about the consider ability the rest 12.2 % with number of 11 respondents strongly disagreed on the consider ability of this factor.

When the planning goes directly with the time horizon there will be on up to date source for necessary data's and it would be accurate to takeover time laps is the base for meeting or managing the changes occurred when activities are going through about 17.8 %

respondents have reported as they strongly agreed on considering the time horizon in the planning process 11.2% of respondents agreed on consideration of time horizon in the process. The other 43.4 % of people were indifferent between considered or not and respondents with having respective have the rest of 14.4 % of and 13.3 % of disagreed and strongly disagreed about this factor is considered in the process respectively.

Table10 response related to of HRP.

To what extent the following external factor were a considered during developing the organization.	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
	No	%	No	%	No	%	No	%	No	%	No	%
Economic factor	22	24.5	29	32.2	18	20	11	12.2	10	11.1	90	100
Social factor	13	14.5	29	32.2	30	33.3	9	10	9	10	90	100
Demographic factor	25	27.8	33	36.7	10	11.1	15	16.6	7	7.8	90	100

The economic factors are the major influencing factors in any business thus considering these factors in any planning process should have to be the primary activity respondents strongly agreed on the consider ability of these factors in the process are 24.5 % . The other 32.2 % of the respondents just agreed up on the consider ability while the rest of 20 % of respondents are 20 % are indifferent about this issue respondents with their convenient proportion of 12.2 % and 11.1 % are disagreed and strongly disagreed in the consider ability of this factors respectively.

Social factors are aspects thus deals on the interaction of the organization with its environment among the respondents 14.5 % strongly agreed as this factor is considered .The next respondents with their 32.2 % respective value agreed on its consider ability the largest amount account 33.3 % percentage value are indifferent about whether it is considered or not. The disagreement and strongly disagreement values have about 10 % of respondents' proportional value each as they share equal number of respondents.

Demographic Factors include the natural and cultural aspects of the environment such as gender age educational level and cultural aspects 27.8% of respondent's strongly agreed on the acceptability of these factors and. While the respondents agree on the consider ability of these factors and they have 36.7% here the dilemma stage is lower than at other levels about 11.1 % of respondents in proportion the disagreement levels is greater than the indifferent level with having 16.6 % percentage value the with 7.8 % proportion have strongly disagreed about the consider ability of these factors.

For having an effective planning their needs all staffs involvement in every activity from the major to the least if everyone in the activity involves in the process there will be a harmonized data which is the strongest and a qualified one respondent was requested about their involvement depth in the planning process.

Table 11 Response related to preparing HRP.

How do you rate the participation of employees in preparing HRP?	Number of respondents	Percentage
Very good	4	4.5
Good	13	14.4
Average	16	17.8
Poor	37	41.1
Very poor	20	22.2
Total	90	100

As the above data shows among 90 respondents only few of them rated their involvement as very good with having 4.5 % respondents from the whole the respondents those have 14.4 % convenient proportion rate their involvement good. Then those 17.8 % of the proportion thus have a medium rate of involvement in the planning process the highest proportion that is 41.1 % in respondents rates their involvement as it is poor. The rest of respondents have a very poor involvement in the planning process and have 22.2 % proportion in the percentage value. This data show that employees are not well involvement in the planning process and this backed their movement to be acquired about the whole process the challenges and the prospects and the necessary activities less involvement of employees result in the narrowed or information shortened planning thus employees have to permit to involve accurately and in the requested manner.

The interview made with the top managers shows that there are misstatement of the necessarily sources for date concentration on specific data sources in availability of the data's the flow of information in addition with other external influences such as time laps between the planning horizons socio – economic changes and demographic influences with respect to organizational needs and overall requirements retards the process not to move as fast and accurate as possible. This and the like influences result a plan with drawbacks like mismatch between requirements and estimates turnover and the like.

To overcome the above problems and have an accurate plan there have to be taken a corrective action that may adjust the overall plan and tries to cop up with problems. The corrective actions taken must adjust as well as possible to handle problems based on the previous data's.

Table 12 Response related to Corrective Actions of HRP.

The corrective action helps to adjust the plans in the organization.	Number of respondents	Percentage
Strongly agree	7	7.8
Agree	18	20
Neutral	26	28.9
Disagree	21	23.3
Strongly disagree	18	20
Total	90	100

Corrective actions always taken after an ex- post evaluation clear out the problems previous action sometimes thus actions will be in the middle of the process when their needs an amendment thus amendments and corrective actions shall clean out the problems with the process respondents rate the ability of the corrective actions to adjust the plan as respondents Strongly agreed on its creativeness of the stains and thus respondents take 7.8 % of the proportion respondents agreed on that the corrective actions adjust the process well have 20 % percentage value of the proportion there are also respondents who stays neutral to judge whether the corrective action adjust the process or not and have 28.9 % percentage value. 23.3 % of respondents falls against the agreement that is they disagree about the corrective actions ability to adjust the current planning process 20 % of respondents strongly disagreed on its adjusting ability on the current standard these infers that there have to be more effective actions to clear the problems and have a neat process.

As the interviewees stated that the evaluation results i.e. the ex-post or the current evaluation are the bases for dealing about the corrective actions based on the evaluation

results problems will be identified weakness and strength of that process will be cleared and solutions will be found. This leads to pre evaluate or to concern about the pre feasibility study deeply and helps to plan the next one by correcting the previous defaults and the like it is obvious that to overcome any obstacle first one have to identify what the problem is and then tries to explore the possible solution these solutions are corrective actions thus clears out the problems and gave a problem free result here in Commercial Bank of Ethiopia corrective actions will taken while severe problems are occur or at the end of the planning period but respondents suggested that it have to be taken through the process as an amendment.

As it is stated in the open ended questions the respondents referred that Commercial Bank of Ethiopia is getting over its problems by emphasizing the core issues and the situations. By analyzing the happenings and changes in the internal and external environments research and development department is the supporting staff for all other departments whether to forecast or to take corrective actions by identifying the existing problems and extracting the possible opportunities. So that any of the corrective actions must be based on the research results.

## CHAPTER FOUR

### SUMMARY CONCLUSION AND RECOMMENDATION

As stated in chapter one, the main objective of the study is to assess and analyze HRP in the case of the Commercial Bank of Ethiopia. In order to achieve this objective related literature were reviewed, relevant interview raised for the manager of the bank and questionnaires were distributed to the sample respondents. Based on the stated data analyses, this chapter will summarize, conclude and recommend based on the findings of the research and forward possible solution for the problems. Firstly, the chapter presents summary; next to the summary it outlines major conclusions drawn from the findings of the study; finally, it provides recommendation on the bases of the findings and conclusion drawn.

#### 4.1. Summary of major findings

The seiner research paper has deal with issues related to the Human Resource Planning process practice in Commercial Bank of Ethiopia head office. In order to fulfill the objectives the researcher gathered data using questionnaires and interviews so that as a result there can collect a relevant data. Therefore the assessment on Human Resource Planning practice findings are

- The majorities of the employees are male and have 67.8% proportion.
- Around 36.6% of employees are between the ages 37-45.
- Among the employees 46.7% of them have 10-15 years work experience.
- Educational status is one of the amazing features in CBE head office majority 51.1% of employees had a college diploma.
- Most of the employees of commercial bank of Ethiopia head office with their 97.8% proportion are of administrative staffs.
- The majority 42.2% of employees had a moderate perception about the Human Resource Planning process.
- Around 44.4% of employees had enjoyed their current position moderately.
- The majority 60% of the employees stated that the research and development department had a special contribution towards the planning process.
- Among the respondents 56.6% of had effective on the existence of job analysis.
- Around 51.1% of respondents rate the effectiveness of the planning practice week.

- The majority of the respondents with 46.7% proportion are neutral about the consideration of the organizational structure in the process.
- Around 46% of employees stay neutral about the consideration of type and quality of information in the process.
- The majority 43.3% of employees are also neutral on the consideration of internal factor time horizon.
- The majority of respondents agreed on the consideration of economic factor in the planning process and had 32.2% proportion.
- Around 33.3% of respondents are neutral on the idea of the consideration of social factor in the process.
- Around 36.7% of the respondents agreed on the consider ability of demographic factor in the process.
- Majority of the respondents have lower involvement range in the planning process.

## **4.2. Conclusion**

Based on the findings of the study the following conclusions are made. As the findings reveals, employees commercial in bank have different composition, like educational background, gender, service years and age. This deference to some level contributes to apply different ideas.

The forecasting technique which is commonly used in the planning practice is the trend analysis. However, it had a problem like misstatement of data's due to high turnover.

The planning process is poor effective as of the proportion it occurs due to problems such as time horizon lack of skilled manpower new identification of better performance and lack of up to date data.

The internal factors organizational structure time horizon and type and quality of information are not considered enough in the planning process. Employees had less involvement in the planning process problems like misstatement of necessary data sources unavailability of data's the flow of information in addition with other external influences retards the process. There is also a dough on the adjust process as necessary as it is. Beyond the forecasting technique the goal setting technique is also in use to plan the human resource requirements with trend analysis. The benchmarking technique helps to plan the overall human resource plan.

### **4.3. Recommendations**

As far as the paper is concerned the Commercial Bank of Ethiopia has to hire personnel's with better education level and skill. In using the analysis it is better for the department to base on the up-to-date data and choose other techniques as an option. The Commercial Bank of Ethiopia have to program an awareness giving to the staff member to make them awareness of the process. It is recommended for Commercial Bank of Ethiopia to provide with different benefits for the employees to maximize their enjoyment level.

- There shall be a maximum consideration towards the research and development and make it as effective as it is possible and the job descriptions and specifications had to be addressable and durable within specific and accurate time horizon.
- Most of the internal factors need to be considered in the process as much as the external ones did because considering those factors help to cope up with the existing influential factors. The employees have to have a better involvement in the planning process with their level of knowledge and skill.
- There also have to consider the best and qualified data sources with standardized and flexible data thus gained in the exact time and qualified flow of information.
- The corrective actions must take when ever it is necessary to take any kind of corrective action and it have not be join by time horizon if it needs in the middle of the process it could be taken as an amendment.

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**Part II Questions related with the planning process.**

6 Select your appropriate department

HR  finance  management  marketing

7 How is your perception about the HRP process in your organization?

Very good  Good  Average  poor  Very poor

8 How do you enjoy the current position you held in your organization?

Very good  Good  Medium  poor  Very poor

9 How much does the research and development department involve HRP process?

Very High  High  Medium  Low  Very Low

10 The organization has clear job description and job specification to the employees?

Strongly agree  agree  Neutral  disagree  Strong disagree

11 How do you rate the effectiveness of HRP practice in CBE head office?

Very good  good  Medium  poor  Very poor

12 To what extent the following internal factors were a considered during developing the organization HRP?

Internal factor	Strong agree	agree	Neither agree nor disagree	disagree	Strong disagree
Organization condition					
Type and quality of information					
Time horizon					

13 To what extent the following external factors were considered during developing the organizations

External factors	Strong agree	Agree	Neither agree nor disagree	Disagree	Strong disagree
Economic factor					
Social factor					
Demographic					

14 How do you rate the participation of employees in preparing HRP?

Very good  Good  Average  Poor  Very poor

15 In what extent the range of the process faces problems?

Very high  High  Medium  Low  Very Low

16 The corrective action helps to adjust the plans in the organization.

Strong agrees  agree  Neutral  dis agrees  Strong dis agree

17 The planning process going effectively.

Very Strong  Strong  moderate  weak  Very weak

18 What type of techniques your organizations apply to do planning process?

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19 How your organization did overcome the problems happens?

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## DECLARATION

I the undersigned, declare that this senior essay is my original work prepared under the guidance of Ato Seferu Gagar. All recourse of materials used to the manuscript have been dully acknowledgment

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

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

PLACE OF SUBMISSION: \_\_\_\_\_

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

## THE ADVISOR DECLARATION

This senior essay has been submitted for examination with my approval as an advisor

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

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

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