



**ST. MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF HUMAN RESOURCE PLANNING  
PRACTICE AND CHALLENGES AT ETHIO  
TELECOM**

**BY HERMELA ZELEKE**

**ID NO.SGS/0394/2014A**

**Advisor: Shoa Jemal(Asst.prof.)**

**February, 2024**

**Addis Ababa, Ethiopia**

**SAINT MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF HUMAN RESOURCE PLANNING PRACTICES AND  
CHALLENGES AT ETHIO TELECOM**

**BY HERMELA ZELEKE**

**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF  
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION**

**February, 2024**

**Addis Ababa, Ethiopia**

## **ACKNOWLEDGMENT**

First and foremost, I would like to express my deepest gratitude to the Almighty God, whose unwavering support enabled me to successfully complete my studies. I extend my heartfelt appreciation to Asst.prof. Shoa Jemal, who served as my thesis advisor. His steadfast guidance, invaluable feedback, and assistance throughout this study were truly instrumental. The completion of this research was made possible through the support and efforts of numerous individuals. I wish to extend my sincere thanks to my family for their unwavering encouragement. Additionally, I am immensely grateful to all those who assisted me during the research process, including the respondents (employees of ethio telecom) who generously filled out my questionnaire and participated in interviews. Your contributions were invaluable and greatly appreciated.

## **ACRONYMS**

HR	Human Resource
HRM	Human Resource Management
HRP	Human Resource Plan
CEO	Chief Executive Officer
M	Mean
SD	Standard Deviation
SPSS	Statistical Package for Social Science

## TABLE OF CONTENTS

ACKNOWLEDGMENTS.....	i
ACRONYMS .....	ii
TABLE OF CONTENTS .....	iii
LIST OF TABLES.....	vii
LIST OF FIGURES .....	viii
<i>ABSTRACT</i> .....	ix
CHAPTER ONE INTRODUCTION .....	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	3
1.3 Basic Research Questions.....	4
1.4 Objectives of the Study .....	5
1.4.1 General objective .....	5
1.4.2 Specific objectives.....	5
1.5 Significance of the Study .....	6
1.6 Scope of the Study .....	6
1.7 Limitation of the study.....	7
1.8 Definition of Terms.....	7
1.9 Organization of the study.....	8

CHAPTER TWO RELATED LITERATURE REVIEW .....	9
2.1 Theoretical Literature Review .....	9
2.1.1 The Concept of Human Resource Planning .....	9
2.1.2 Objective of Human Resource Planning .....	11
2.1.3 Importance of Human Resource Planning to the Organization .....	11
2.1.4 Process of Human Resource Planning .....	13
2.1.5 Factors influencing HRP.....	17
2.1.5.1 External Factors.....	16
2.1.5.2 Internal Factors.....	20
2.1.6 Linking HRP Processes with Strategic Planning.....	21
2.1.7 Evolution of thinking on HRP.....	22
2.1.8 Challenges of Human Resource Planning .....	23
2.1.9 Problems/ Barriers to Human Resource Planning .....	24
2.1.10 How to Make HRP Effective.....	26
2.1.11 important theories related to HRPP.....	27
2.2 Empirical Literature Review.....	28
2.3 Conceptual Frame Work.....	31
CHAPTER THREE .....	32
RESEARCH METHODOLOGY .....	32
Introduction .....	32
3.1 Research Approach.....	32

3.2 Research Design .....	33
3.3 Target Population.....	33
3.4 Sample size and Sampling technique.....	33
3.4.1 Sample size .....	33
3.4.2 Sampling techniques .....	34
3.5 Data and sources.....	35
3.5.1. Primary Data sources .....	35
3.5.2 Secondary Data Sources .....	35
3.6 Data collection method.....	35
3.7 Method of data analysis .....	36
3.8 Validity and Reliability .....	36
3.8.1 Validity .....	36
3.8.2 Reliability .....	36
3.9 Ethical Consideration .....	38
CHAPTER FOUR .....	39
DATA PRESENTATION, ANALYSIS AND DISCUSSION .....	39
Introduction .....	39
4.1 Response rate of respondents.....	39
4.2. Demographic characteristics of the respondents .....	40
4.3 Descriptive analysis.....	41

4.3.1	Alignment of HRP With organizations business plan .....	42
4.3.2	Scanning internal environment.....	45
4.3.3	Scanning external environment .....	47
4.3.4	HR Supply forecasting .....	49
4.3.5	HR Demand forecasting .....	53
4.3.6	Implementation of HR Plan.....	57
4.3.7	Evaluation of HR plan .....	60
4.3.8	Challenges that the organization phase in the execution of HRP.....	62
CHAPTER FIVE .....		66
SUMMARY, CONCLUSSION AND RECCOMENDATION .....		66
Introduction .....		66
5.1	Summary of the findings.....	66
5.2	Conclusion.....	68
5.3	Recommendations .....	69
Reference.....		71
Appendix 1. Questionnaire .....		79
Appendix 2.interview questions.....		85



## List of Table

Table 3.1 Reliability Statistics .....	37
Table 4.1 Response rate off Respondents.....	39
Table 4.2 Demographic Characteristics of the respondent.....	40
Table 4.3 Alignment of HRP with organization business plan.....	42
Table 4.4 Scanning Internal environment.....	45
Table 4.5 Scanning external environment.....	47
Table 4.6 HR Supply forecasting .....	49
Table 4.7 HR demand forecasting .....	53
Table 4.8 Implementation of HR plans.....	57
Table 4.9 Evaluation of a char plan.....	60
Table 4.10 Challenges that the organization face In the execution of HRP.....	62

## LIST OF FIGURES

Figure 1 Conceptual Frame Work .....	31
--------------------------------------	----

## ABSTRACT

*Human resource planning is crucial in an organization's human resource management. This study focuses on the assessment of human resource planning practice and challenges at Ethio Telecom. To accomplish the study's objectives, a combination of qualitative and quantitative research approaches was utilized. In this study, a questionnaire was utilized as the primary data collection instrument, aiming to assess the practice and challenges of human resource planning practice from the perspective of line managers. Additionally, an interview was conducted with the HR director to further enrich the research findings. Data was collected from 247 individuals, with 153 participants selected for analysis using SPSS version 26 software. The findings revealed a lack of effective alignment between HR planning practices and the organization's business plan. While there was consideration given to internal and external factors, there were deficiencies in HR demand and supply forecasting, as well as implementation and evaluation. Recommendations include establishing a well-defined process for implementing the HR plan and fostering collaboration between the HR department and other departments to enhance effectiveness.*

*Keywords: HR Planning practices, challenges of human resource planning*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

According to Werner, Jackson & Schuler (2012), human resource management plays a crucial role in enabling organizations to endure, thrive, maintain competitiveness, and achieve profitability. Numerous CEOs, ranging from multinational corporations to small domestic firms, acknowledge the pivotal importance of effectively managing personnel for their present and future success. Human resource planning, extensively researched within the field of human resource management, represents a critical aspect of the discipline.

Human resource planning practices in developed nations are distinguished by their strategic and forward-thinking nature. As elucidated by Cassio (2018), companies in these countries adopt structured methodologies to anticipate and manage their workforce needs, implement effective talent acquisition and retention strategies, place significant emphasis on training and development programs, prioritize succession planning and leadership cultivation, and actively foster diversity and inclusivity among their employees. The primary objective of these endeavors is to ensure that an organization's human resources are closely aligned with its strategic goals, thereby enabling it to maintain a competitive advantage in a rapidly changing business landscape.

Human resource planning practices in developing countries are characterized by a concerted effort to address the unique challenges that arise from socio-economic factors and resource constraints. These countries place considerable emphasis on workforce development, capacity building, and talent acquisition as part of their broader endeavors for economic growth and industrialization (Schuler & Tarique, 2017). Developing countries often encounter issues such as skills gaps, limited access to education and training opportunities, and the necessity to strike a balance between workforce supply and demand. In response, human resource planning in these contexts entails implementing strategies to enhance education and skill development, promote entrepreneurial activities, and foster collaborations between the public and private sectors to effectively address the specific requirements of the labor market (Kim & Kang, 2019). By

aligning human resources with national development goals, developing countries strive to enhance productivity, competitiveness, and achieve sustainable economic growth.

In developing countries in Africa, such as Ethiopia, the implementation of human resource planning strategies is of utmost importance due to the distinctive challenges and opportunities presented by the local environment. Ethiopia recognizes the significance of strategic human resource planning in facilitating job growth, enhancing skills acquisition, and effectively managing talent (Alemu et al., 2019). In Ethiopia, the practice of human resource planning entails forecasting future employment requirements, identifying skill gaps, implementing robust training and development programs, and establishing performance management systems. The country also emphasizes the alignment of human resources with national development goals as a means to stimulate economic growth, improve productivity, and alleviate unemployment. By adopting a comprehensive approach to human resource planning, Ethiopia aims to cultivate a skilled and competitive workforce that contributes to sustainable development.

According to Belay G (2013) from his study “human resources management practice and organizational performance” states that the introduction of human resources management in the telecommunications industry in Ethiopia can be traced back to the early 2000s when the government embarked on a program of liberalization and privatization of the sector. Prior to this, the Ethiopian Telecommunications Corporation (ETC) was the sole provider of telecommunications services in the country and was responsible for all aspects of the industry, including human resources management. With the liberalization of the sector, new telecommunications companies were established, and the demand for skilled human resources increased.

Consequently, it is of utmost importance to thoroughly examine the approach employed by Ethio Telecom in managing its human resource planning (HRP) processes, as well as to evaluate the challenges encountered during the implementation of HR planning practices. Thus, the primary objective of this study is to assess both the practices and challenges associated with human resource planning within the context of Ethio Telecom.

## **1.2 Statement of the problems**

According to Baron & Armstrong (2007), the achievement of a competitive advantage over rivals is contingent upon the improvement of firm performance, which can be realized by

implementing effective human resource planning (HRP) strategies, alongside other approaches. Despite the adoption of HRP policies, organizations frequently encounter difficulties in fulfilling their predetermined objectives, resulting in enduring levels of suboptimal performance. This challenge can be attributed to the inherent complexity of proactively implementing HRP within organizations, wherein operational, line, or hiring managers often prioritize the planning of financial, material, and other resources, inadvertently relegating HRP to a secondary role.

In the early stages of implementation, human resource planning was typically assigned to specialists within the human resource field, as noted by Greer (2004). During this period, the planning process often occurred with limited participation from other members of the organization. Consequently, it is unsurprising that when planning was executed in such a manner, the data provided for forecasting purposes were frequently found to be inaccurate. This lack of comprehension regarding the potential benefits of forecasts to their job performance resulted in an under appreciation of the value associated with forecasts (Greer, 2004).

Empirical studies conducted on human resources planning practices and challenges revealed the following among others:

According to Addisalem (2011), she stated that the approach and methods of forecasting analysis of demand and supply were not comprehensive and supported with quantitative statistical evidence, it only depended on subjective qualitative approach and limited to some forecasting analysis methods. As a result the organization is not in a position to predict the job requirement and staffing needs in advance.

Another study conducted by Markos (2018) in Ethiopian banking industry particularly in case of Enat Bank revealed that the HRP process of the bank has limitations in maintaining a good record of the number and quality of staffs, in following a systematic approach towards forecasting future human resource needs. The study also found out that the bank has limitation in using qualified personnel with technical skills relevant for HRP and in giving enough emphasis to internal sources when matching human resource needs and humanresource supply is done. Besides, the study revealed that the bank has faced with a number of challenges including conflicts between short term and long term human resource needs.

Ethio Telecom encounters numerous challenges due to ineffective human resource planning practices, as revealed by a preliminary survey conducted by the researcher. Human resource planning holds pivotal significance for any organization, and the absence of proper planning can significantly impede the company's capacity to deliver high-quality services to customers and fulfill its business obligations.

One of the primary concerns arising from the deficient human resource planning practices employed by Ethio Telecom is the shortage of precise and reliable workforce data. Regrettably, the company lacks an accurate and comprehensive database that incorporates essential information pertaining to employees' skills, competencies, and performance. This scarcity of data poses considerable challenges for the company in accurately projecting its forthcoming human resource needs. Consequently, this discrepancy creates a deficiency in accurate data, which in turn leads to a mismatch between the company's workforce requirements and the genuine skills and capabilities possessed by its employees. Ultimately, this misalignment has adversely affected the company's ability to provide high-quality services to its valued customers.

Ethio Telecom is confronted with an additional challenge, namely, the inadequacy of coordination between the human resource department and other departments, which significantly hampers the organization's human resource planning endeavors. This issue arises from the absence of a proactive approach to workforce planning within the company. Unfortunately, the company's human resource planning practices are primarily reactive and fail to incorporate the evolving requirements of the business. As a consequence of this lack of coordination, there is a notable misalignment between the company's workforce and its business plan, ultimately impeding the company's ability to successfully attain its objectives.

As a result, it is necessary to evaluate and examine these issues utilizing scientific techniques in order to determine the extent to which the indicated human resource planning practices are being implemented within the organization. Additionally, it is important to understand how employees perceive the challenges posed by these practices and their impact on performance. Consequently, the study has appraised the current state of human resource planning practices and the associated challenges from the perspective of line managers at ethio telecom headquarters, with the aim of aligning these practices with the organization's objectives.

### **1.3 Research Questions**

To address the above problems, this study will attempt to answer the following research questions:

- To what extent does the human resource plan align with the organization's strategic plan in ethio telecom?
- How does ethio telecom assesses human resource supply forecasting during HR planning process?
- How does ethio telecom assesses human resource demand forecasting during HR planning process?
- What is the evaluation plan Ethio telecom takes during HR planning process?
- What are the challenges the organization face in developing the implementing of its HR plan?

### **1.4 Objectives of the study**

The following sections comprise general and specific objectives.

#### **1.4.1 General Objective**

The general objective of this study is to assess the practice and challenges of human resource planning in Ethio telecom in Addis Ababa, Ethiopia.

#### **1.4.2 Specific Objectives**

The specific objectives of the study will be the following:

- To identify whether HR plan is aligned with the organization strategic plan.
- To identify the key factors ethio telecom consider during scanning internal and external environment in HR planning process.
- To determine whether ethio telecom assesses its HR supply forecasting during at HR planning process



- To determine whether ethio telecom assesses its HR demand forecasting during HR planning process.
- To investigate the implementation strategy employed by ethio telecom in HR planning Process.
- To analyze the evaluation plan implemented by ethio telecom during HR planning process.
- To assess the challenges in the development and implementation of human resource planning.

### **1.5 Significance of the study**

According to Rothwell (2017), Human Resource Planning (HRP) is an essential strategic tool for organizations to effectively align their workforce requirements with their overall organizational objectives.

Human resource planning proves to be highly advantageous in industries such as the ethio telecom sector. The forthcoming study aims to investigate the human resource planning practices within Ethio telecom, evaluate its present status, and identify the challenges it encounters. This study holds significant value in terms of its contributions, which can be summarized as follows:

- It provides valuable insights into how the organization strategically manages its workforce, ensuring optimal utilization of human capital in ethio telecom.
- It helps identify potential gaps in the planning process, allowing for proactive measures to address them.
- Motivating ethio telecom to revisit and reexamine its existing human resource planning and management system, as well as the opportunities that exist, and to make improvements in its HRP system.
- Understanding the link between human resources planning and the overall organizational strategy at Ethio Telecom enables HR initiatives to be aligned with the company's strategic direction, fostering synergy and cohesion
- It provides a valuable opportunity to explore the application of HRP in a large-scale organization operating in a dynamic and competitive industry.

- This study can be beneficial for other researchers studying HR planning in different industries or contexts, allowing for comparative analysis and the identification of commonalities or differences.

## **1.6 Scope of the study**

Ethio telecom conducts an annual human resource planning exercise. However, the main focus of this study is to delve into the specific HR planning process during the period of 2015-2016 E.C. Given the vast scope of Human Resource Management (HRM), it is not feasible to comprehensively cover all its aspects and processes within a single research paper. Therefore, this research paper excludes other HRM functions and narrows its focus specifically to the assessment of human resource planning practices and challenges at Ethio telecom. Geographically, the study is limited to the headquarter office of Ethio telecom in Addis Ababa, Ethiopia, with line managers serving as the designated respondents.

## **1.7 limitation of the study**

The study is constrained by a scarcity of time to effectively administer the questionnaire and gather data from the respondents within the allotted timeframe. This circumstance arises from the respondents' engagement in various commitments such as meetings or scheduled leaves. Moreover, the study encounters limitations in conducting interviews or involving the Chief Executive Officer (CEO) of the company due to challenges in accessing them readily.

## **1.8 Definition of Terms**

**Human Resource:** Human Resource refers to the individuals who make up the workforce of an organization. It encompasses all employees, both permanent and temporary, who contribute their skills, knowledge, and efforts to achieve the organization's goals (Armstrong, M., & Taylor, S., 2014).

**Human Resource Planning:** Human Resource Planning is the systematic process of forecasting an organization's future human resource needs and developing strategies to meet those needs. It involves analyzing the organization's current workforce, identifying future staffing requirements, and implementing proactive measures to attract, select, develop, and retain the right talent to fulfill those needs (Milkovich, G. T., Newman, J. M., & Gerhart, B. 2016).

**Human Resource Management (HRM):** is the function within an organization that is responsible for managing and overseeing various aspects of the employment lifecycle, including recruitment, selection, hiring, training, development, compensation, and employee relations. It involves applying effective HR policies, practices, and strategies to ensure that an organization's human capital is utilized optimally to achieve its goals (Dessler, G. 2020).

### **1. 9 Organization of the study**

The study was structured into five chapters. Chapter one provided an introduction to the study, including the background, problem statement, research questions, objectives, definition of terms, significance, scope, and limitations. Chapters two focused on reviewing relevant literature, while chapter three covered the research design and methodology, including the research type and design, data sources, data collection methods, data collection procedures, and data analysis approach. Chapter four presented the results and discussion, summarizing the study findings and providing interpretations. The final chapter, chapter five, included a summary, conclusions, and recommendations. The summary of findings was derived from the results discussed in chapter four, and the conclusions were drawn from the summary of findings, followed by practical recommendations.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Theoretical literature**

##### **2.1.1 The Concept of Human Resource Planning**

Human resource planning is a critical process that enables organizations to effectively manage their human capital and align it with strategic objectives. According to Noe, Hollenbeck, Gerhart, and Wright (2019), human resource planning involves forecasting the organization's future workforce needs and implementing strategies to meet those needs. This process begins with analyzing the current workforce, assessing skills, competencies, and potential gaps. By understanding the organization's current and future talent requirements, HR professionals can develop strategies to attract, recruit, develop, and retain the right employees.

Human resource planning plays a crucial role in organizations by ensuring effective management of human capital and aligning it with strategic objectives. According to Dessler (2021), HR planning involves systematically assessing an organization's current and future human resource needs and developing strategies to address them. It is a forward-thinking process that helps organizations anticipate and prepare for changes in workforce requirements, skills, and competencies.

Effective HR planning offers several benefits to organizations. Firstly, it helps ensure that the organization has the right talent in place. By forecasting future workforce needs, HR planning enables organizations to identify any potential gaps in skills or positions and take proactive steps to address them. This includes strategies such as recruitment, training, and development initiatives to attract, retain, and develop the right employees (Dessler, 2021). Secondly, HR planning enhances workforce productivity and performance. By aligning HR strategies with business objectives, organizations can ensure that their workforce is equipped with the necessary skills and competencies to perform effectively. This includes providing training and development opportunities to enhance employee capabilities and motivation, leading to improved productivity and overall organizational performance (Dessler, 2021).

Bulla and Scott (1994) define Human Resource Planning (HRP) as the process of identifying an organization's human resource requirements and developing plans to meet those requirements. Mondy and Noe (2006) state that human resource planning serves as the entry point for human resource management, encompassing the determination of human resource requirements, job analysis, recruitment, selection, and socialization. Reilly (2003) defines workforce planning as a process in which an organization estimates labor demand and evaluates the size, nature, and sources of supply required to meet that demand. Human resource planning as the first and fundamental activity of the human resource management function.

Hartel, Fujimoto, Strybosh, and Fitzpatrick (2007) argue that human resource management goes beyond administrative functions and encompasses employee job satisfaction and motivation to achieve better results. They highlight the importance of making optimal use of each individual's capabilities to accomplish organizational objectives. Human resource management is considered crucial by organizations worldwide since human resources have the ability to convert other resources such as capital, technology, methods, materials, and machinery into products or services. Thus, a sound human resource management system is essential in today's world.

The primary purpose of human resource planning is to ensure that employees have a high level of job satisfaction and that the organization maintains an appropriate number of employees, avoiding both surplus and shortage. Gould (1984) explains that strategic human resource functions play a critical role in enabling a company to gain a competitive advantage over its rivals. Biles et al. (1980) elaborate on how an organization's ability to achieve strategic objectives is influenced by its human resources, including cost economics, effective operations, adaptability to new enterprises, and operational changes. Dwevedi (2012) emphasizes the need for future balance in human resource planning by comparing the number of required employees to the number of existing employees expected to remain with the organization.

### **2.1.2 Objective of Human Resource Planning**

According to Reilly (1999), organizations engage in human resource planning for various reasons. Firstly, it is done to ensure that the organization maintains an appropriate number of employees with the necessary skills to meet both current and future requirements. Secondly, it helps organizations anticipate changes in the business environment and develop strategies to address them. Thirdly, involving employees in the planning process creates a more engaged and

motivated workforce. Additionally, human resource planning aids organizations in maintaining legal and regulatory compliance, avoiding costly legal disputes and repetitional damage, and enhancing overall performance.

Santos, Zhang, Gonzalez, and Byde (2009) state that the purpose of human resource planning is to forecast an organization's employee needs by considering the internal and external labor supply. This entails identifying the gap between the required and available workforce. Noe (2012) highlights additional factors influencing personnel demand forecasting, such as budget constraints, turnover, technology advancements, and diversity hiring goals. In the context of human resource planning, mathematical formulas are used to project future human resource demands based on the relationship between an organization's employment level and measurable output factors like revenue, sales, or production levels.

Walker (1980) emphasizes the role of human resource planning in forecasting future business demands and environmental factors within the organization. It helps generate and manage the required human resource demands based on prevailing conditions. Imison, Buchan, and Xavier (2009) argue that achieving the right balance between labor demand and supply is the primary objective of human resource planning. Ulrich (1987) asserts that human resource planning is a means to develop organizational functions aligned with the business's missions and objectives. Nonetheless, the effectiveness of human resource planning depends on the perspective from which it is utilized.

### **2.1.3 Importance of Human Resource Planning to the Organization**

According to the aforementioned definition, human resource planning is a crucial practice that ensures the presence of appropriately skilled individuals in suitable positions within an organization at the right time. This process involves predicting future workforce requirements, identifying necessary skills and competencies, and formulating strategies to attract, develop, and retain employees in order to achieve the organization's objectives.

Cascio and Aguinis (2005) assert that one of the primary advantages of human resource planning is its ability to align an organization's workforce with its strategic goals and objectives. By forecasting future workforce needs and identifying the required skills and competencies, organizations can devise strategies to recruit, train, and retain employees who can contribute to the attainment of these goals. As he stated, human resource planning is a critical component of

the strategic planning process as it connects an organization's goals and objectives with its human resource requirements. Moreover, human resource planning enables organizations to mitigate the risks associated with both workforce shortages and surpluses. Insufficient skilled workers can impede an organization's ability to meet production or service delivery targets, resulting in financial setbacks and diminished customer satisfaction. Conversely, an excess of employees can lead to unnecessary labor costs, negatively impacting profitability. Through the forecasting of future workforce needs, organizations can proactively address potential shortages or surpluses by implementing measures such as training programs, temporary employment, or downsizing.

Noe et al. (2019) argue that human resource planning plays a crucial role in preventing costly mistakes by ensuring that organizations have the appropriate employees in suitable positions at the right time. Additionally, it has the potential to enhance employee motivation and engagement. When employees have a clear understanding of their contribution to the organization's goals and objectives, they are more likely to be motivated and engaged in their work. By providing opportunities for employee training and development, organizations can assist individuals in acquiring the necessary skills and competencies to excel in their respective roles. Armstrong (2012) supports this viewpoint, asserting that human resource planning fosters a motivated and dedicated workforce by establishing a transparent link between employees' contributions and the overall success of the organization.

Walker (1990) and Meehan et al. (2002) underscore the increasing significance of human resource planning in attaining a competitive edge by excelling in service, quality, cost savings, and organizational efficiency. As executives place greater emphasis on productivity, quality, and service, they now acknowledge the imperative of balancing financial and technological considerations with human resource planning. Consequently, human resource planning has emerged as an indispensably vital component within the broader spectrum of business planning.

#### **2.1.4 Process of Human Resource Planning**

According to Noe, Hollenbeck, Gerhart, and Wright (2020), HRP helps organizations align their human resource strategies with their overall goals and adapt to changing business environments. By proactively planning for future workforce requirements and developing appropriate strategies, organizations can enhance efficiency, productivity, and competitiveness.

According to (Dessler, Chhinzer, & Cole, 2020), the human resource planning process consists of several key steps. First, organizations conduct an environmental analysis to understand external factors that may impact workforce needs. Then, they forecast workforce demand based on business projections and internal and external factors. Simultaneously, they analyze the current workforce to evaluate strengths, weaknesses, and talent sources. The gap analysis compares demand and supply, enabling organizations to identify areas of surplus or shortage and develop action plans accordingly. Finally, the plans are implemented, and the process is continually evaluated and adjusted as needed. This iterative process ensures that organizations have the right people in the right positions to drive success.

✓ Bulla and Scott (2009) in their book "Human Resource Management" outlined the various activities involved in human resource planning as follows:

1. Scenario planning: This entails conducting comprehensive assessments of future environmental factors and their potential impact on the organization's human resource requirements.
2. Demand forecasting: This involves estimating the future needs for personnel and competencies by referring to corporate and functional plans, as well as forecasts of future activity levels.
3. Supply forecasting: The process of estimating the availability of human resources by analyzing the existing workforce and considering future availability, taking into account factors such as wastage, labor market trends, and demographic considerations.
4. Forecasting requirements: This step involves analyzing the demand and supply forecasts to identify any future deficits or surpluses, utilizing appropriate models where applicable.
5. Action planning: This stage focuses on developing plans to address forecasted deficits through means such as internal promotions, training initiatives, or external recruitment. In cases where downsizing is necessary, efforts are made to minimize compulsory redundancies and instead prioritize retention and flexibility strategies.



While these activities are presented as distinct areas, it is important to note their interconnectedness and the potential overlap between them. For instance, demand forecasts are estimates of future requirements that may be based on assumptions about employee productivity. Similarly, supply forecasts need to consider productivity trends and their potential impact on the availability of human resources.

#### **A. Scenario planning:**

Scenario planning involves assessing potential environmental changes that may impact the organization, enabling the prediction of future situations that may need to be addressed. By systematically scanning the environment, possibly utilizing the PEST approach (which considers political, economic, social, and technological factors), scenarios can be developed. These scenarios help in understanding the implications of these factors on the organization's labor markets and aid in addressing any human resource-related issues (Armstrong, 2009).

#### **B. Demand forecasting:**

As per Armstrong (2009), demand forecasting is the process of estimating the future number of people required, as well as the skills and competences they will need. The forecast is based on the annual budget, long-term business plans, and translated into activity levels for each function and department. For instance, in a manufacturing company, the sales budget is transformed into a manufacturing plan that outlines the quantities and types of products to be produced in each period. This information is then used to compute the number of hours required by each skill category to meet the production targets.

Various factors are considered in demand forecasting, such as organizational plans that may result in increased or decreased employee demands, such as establishing new regional organizations, creating sales departments, or decentralizing functions. Additionally, plans and budgets aimed at reducing employment costs and their potential impact on future workforce numbers are taken into account.

#### **C. Managerial judgment**

Is a commonly used method in demand forecasting. It involves managers considering their future workloads and deciding on the number of employees required. This can be done through a "bottom-up" approach, where line managers propose their staffing needs for approval by senior

management. Alternatively, a "top-down" approach can be employed, where top management, with input from personnel departments, prepares company and departmental forecasts. These forecasts are then reviewed and agreed upon with departmental managers. Another approach involves top management providing planning guidelines to departmental managers, outlining planning assumptions and targets to be achieved.

To optimize the use of managerial judgment, a combination of the "bottom-up" and "top-down" approaches can be adopted. Departmental managers receive guidelines on future activity levels that will affect their departments and prepare their forecasts accordingly. Collaboration with personnel or work study departments is encouraged at this stage. Simultaneously, the personnel department, in conjunction with planning and work study departments, develops a company-wide human resource forecast. A human resource planning committee consisting of functional heads then reviews and reconciles any disparities between the two sets of forecasts, submitting the final amended forecast to top management for approval. This approach is sometimes referred to as the "right-angle method" (Armstrong, 2009).

- ✓ **Ratio-trend analysis** involves the examination of historical ratios between direct (production) workers and indirect (support) workers in a manufacturing plant. By forecasting future ratios and considering changes in organization or methods, this analysis allows for the determination of direct labor requirements using activity level forecasts. Furthermore, the projected ratio of indirect to direct workers is utilized to calculate the necessary number of indirect workers.
- ✓ **Work study techniques** are employed when it is feasible to apply work measurement to determine the duration of operations and the required workforce size. These techniques can be combined with ratio-trend analysis for direct workers to calculate the number of indirect workers needed.
- ✓ **Forecasting skill and competence requirements** primarily relies on managerial judgment. However, this judgment should be exercised based on a careful analysis of the anticipated impact of projected developments in product-market and the implementation of new technologies, such as information technology or computerized manufacturing (Armstrong, 2009).

**D. Supply forecasting** involves estimating the potential number of individuals who will be available from both internal and external sources, taking into account factors such as

absenteeism, internal movements, promotions, wastage, and changes in working hours and other work conditions (Armstrong, 2009).

The supply analysis encompasses the following areas:

- The current number of employees categorized by occupation, skill, and potential.
- Potential losses of existing resources due to attrition (employee turnover).
- Potential changes to existing resources through internal promotions.
- The impact of changing work conditions and absenteeism.
- Sources of supply from within the organization.
- Sources of supply from the national and local labor markets outside the organization.

**E. Forecasting future requirements** provides significant advantages to organizations in terms of effective planning. By accurately predicting future demand, businesses can allocate resources and manpower in a manner that ensures they can satisfy customer needs. McKinsey & Company emphasizes the importance of precise demand forecasting, stating that it is the cornerstone of planning and decision-making in any organization, and accuracy plays a critical role in achieving success (McKinsey & Company, 2017).

In order to anticipate future requirements, it is essential to conduct an analysis of both demand and supply forecasts with the aim of identifying any potential shortages or excesses. Bulla and Scott (2009) demonstrated that this analysis can be facilitated through the use of spreadsheets.

The process can be outlined as follows:

1. Current number employed	70 2
2. Annual level of turnover	10%
3. Expected losses during year	7
4. Balance at end year	63

5. Number required at end year	75
6. Number to be obtained during year (5- 4)	12

Source; Bulla and Scott (2009) in their book "Human Resource Management"

### **F. Action Plan**

Action plans are derived from comprehensive resourcing strategies and a detailed analysis of demand and supply factors. However, due to the challenges of accurately predicting human resource requirements during periods of rapid change, these plans often need to be short-term and adaptable. The planning process begins by identifying the current internal resources available or those that can be obtained through learning and development initiatives. It then progresses to developing strategies to enhance the organization's attractiveness as an employer by establishing an employer brand and an employee value proposition. Additionally, measures are taken to reduce employee turnover and absenteeism while also increasing employment flexibility (Armstrong, 2009).

### **2.1.5 Factors Influencing Human Resource Planning**

According to Minika (2012), human resource planning is influenced by both internal and external factors. Internally, factors such as the organization's type, strategy, growth cycle, and planning horizon play a crucial role. On the other hand, external factors encompass events or trends outside the organization, including demographic factors, technological factors, and competition. To develop an effective human resource planning strategy, organizations must take into account these various internal and external factors that can impact their workforce requirements.

#### **2.1.5.1 EXTERNAL FACTOR**

##### **1. Economic conditions**

As stated by Armstrong and Taylor (2014), the workforce needs of an organization can be significantly influenced by the prevailing economic conditions. For instance, in times of economic downturn, the organization may find it necessary to implement workforce reduction measures as a means of cost reduction. Conversely, during periods of economic upswing, the

organization may experience a need to expand its staff in order to accommodate the growth of its business operations.

## **2. Labor market conditions**

The labor market's conditions hold significant importance in shaping an organization's human resource (HR) planning. The availability and caliber of skilled labor in the market can profoundly impact an organization's capacity to allure, recruit, and retain talented individuals. In situations where there is a deficiency of skilled labor in the market, organizations may be required to invest in training and development initiatives or provide more competitive compensation and benefits to attract and keep employees. Conversely, when there is an abundance of skilled labor, organizations may enjoy greater flexibility in their hiring practices. These dynamics within the labor market directly influence the HR planning strategies and decisions undertaken by organizations (Noe et al., 2019).

## **3. Technological factors**

Fumbrun (2003) and Defillipii (2002) contend that the evolving technological landscape holds significant sway over human resources (HR). The extent of interaction between technology and HR profoundly affects our work methods, the roles we assume, and the mechanisms through which work is accomplished. As defined by Defillipii (2002), HRP and HRM technology refers to the technological tools utilized to recruit, retain, and manage a workforce, thereby supporting HR administration and enhancing human resource management and planning. Technology advances at a rapid pace, necessitating the acquisition of new personnel possessing the requisite knowledge for a company. In certain instances, companies may retain existing employees and provide them with training on the new technology, while in other cases, it may be necessary for companies to replace current personnel with new hires.

## **4. Legal/Government policy**

Legal and governmental policies exert a notable influence on the planning of human resources (HR) within organizations. These policies encompass a wide array of regulations and laws that oversee various facets of employment, including labor rights, workplace safety, anti-discrimination measures, and standards for minimum wages. Additionally, they encompass policies concerning immigration, work permits, and visa requirements for foreign employees. Adhering to these policies is of utmost importance for organizations to ensure equitable and

ethical practices in their HR operations. For instance, the introduction of the Affordable Care Act (ACA) in the United States has compelled organizations to navigate intricate regulations pertaining to healthcare benefits for employees. Consequently, HR departments must meticulously consider the legal and governmental landscape, adjusting their planning strategies to harmonize with evolving policies and maintain compliance (Noe et al., 2019).

## **5. Competition**

Competition exerts a substantial influence on the process of HR planning in organizations. The intensity of competition within the market can have implications for an organization's capacity to both attract and retain highly skilled employees. In industries characterized by fierce competition, organizations are often compelled to devise effective HR strategies that enable them to distinguish themselves and secure the commitment of exceptional talent. Such strategies may encompass the provision of competitive compensation packages, the creation of avenues for professional growth and advancement, and the cultivation of a positive and conducive work environment. Moreover, competition can motivate organizations to invest in comprehensive employee training and development initiatives that enhance the skills and capabilities of their workforce, thereby fostering a competitive edge (Noe et al., 2019)

### **2.1.5.2 INTERNAL FACTOR**

#### **1. Organization culture**

The organizational culture has a significant impact on HR planning within an organization. The culture of an organization encompasses its values, beliefs, norms, and practices, which shape the behavior and mindset of its employees. The culture influences HR planning by determining the type of talent the organization seeks to attract and retain the desired employee behaviors and competencies, and the overall employee experience. For example, an organization with a strong culture of innovation and collaboration may prioritize hiring individuals who demonstrate these qualities and incorporate them into their HR planning strategies ((Noe et al., 2019).

#### **2. Organizational Structure**

According to (Machariya, 2016), organizations are structured, coordinated endeavors aimed at achieving economic and financial objectives for profit-seeking firms and social objectives for

non-profit organizations. The structure of an organization is a fundamental component that serves as the framework for organizing and directing organizational activities. As such, organizations recognize the importance of structure in facilitating business operations and its connection to strategy. The human resource manager plays a crucial role in ensuring the organization has the right personnel aligned with its structure, taking into account future growth plans and expansions. HR practices do not exist in isolation; understanding the contextual factors that influence the role of HR in corporate decision-making contributes to enhanced personnel management. This understanding is particularly significant in the context of an increasingly globalized economy, where managing organizations and individuals across different geographic locations is a necessity (Machariya, 2016).

### **3. Financial resource**

Financial resources have a significant influence on HR planning within organizations. The availability and allocation of financial resources directly impact the HR department's ability to execute its strategies effectively. Adequate financial resources enable organizations to invest in attracting and retaining top talent through competitive compensation packages, comprehensive training and development programs, and HR technology systems. Financial resources also support recruitment efforts, employee engagement initiatives, and the implementation of HR policies and procedures. These resources play a vital role in ensuring the HR department has the necessary tools and resources to effectively manage the workforce and align HR strategies with organizational goals (Noe et al., 2019).

#### **2.1.6 Linking HRP Processes with Strategic Planning**

Human resource planning plays a vital role in guiding an organization's strategic planning process. As Armstrong and Taylor (2014) point out, HRP is a vital component of the strategic planning process because it ensures that the organization has the right people at the right time and place. This involves anticipating the organization's future workforce needs, identifying the skills and abilities required to achieve its objectives, and devising strategies to address any potential workforce gaps. HRP helps to align the organization's workforce with its organizational goals and objectives by ensuring that it has the resources it needs to succeed. When HRP practices are linked and aligned with strategic planning, they contribute to the creation of a

competitive advantage for an organization by reducing cost, increasing performance, and improving the organizational response to environmental changes.

According to (Omoankhanlen, 2013) Effective HRP is an aspect of HRM that can be conducted at the organizational level; however, the overall success of any organization is achieved through integrating HRP and organizational strategic planning. As Lam & Schaubroeck, 1998 notes In order to link HRP activities with strategic planning, HR professionals need to implement better methods of aligning their objectives and practices with the development, design and implementation of organizational strategic objectives and initiatives.

Human resource planning also ensures that an organization is well-prepared for any changes or challenges that may arise in the future. Effective Human resource planning according to huselid (1995) enables an organization to respond quickly and effectively to changes in the corporate environment, such as technological advancements, changes in market conditions, or shifts in customer preferences. The organization will be able to ensure that it has the right people with the necessary skills to thrive in a fast-changing business environment by anticipating these changes and anticipating them in advance.

A number of models have been proposed in the literature to explain how HRM and strategic planning can be strategically linked. For example, Golden and Ramanujam, (1985) developed four levels of integration of HRP activities and organization strategy: administrative linkage, one-way linkage, two-way linkage, and integrative linkage. The most advanced form of linkage is integrative linkage, where the senior HR manager is represented on the senior management team, and is involved in various stages of the decision making process (Wright et al., 2003). The most recent model from Bulmash et al. (2010) is also in line with this approach and involves the HR function and those responsible for strategic planning working together as a team to plan and integrate the strategic and HR plans.

### **2.1.7 Evolution of Thinking on HRP**

Since Adam Smith set out the notion of the division of labour in the 18th century, the need to determine the number of people who should perform a particular function had emerged (Lacerda, Spiegel, & Neto, Secundino, 2013). The literature review indicated that HRP theory had undergone substantial changes over the past three decades. Sinclair (2004) points out that during



the 1960s and 1970s; HRP was the subject of growing interest. In this period, the world was experiencing stable economies and low unemployment rates.

HRP was primarily concerned with determining both the quantities and types of employees required (Bechet & Walker, 1993). HRP was officially called manpower planning until the late 1970s. In the early 1980s, the term manpower planning became human resource planning, which was in line with the HRM concept and thus HRP gained acceptance as a way of representing the positive view of human resources (Omoankhanlen, 2013).

HRP remained one of the important aspects of HRM until the period of economic recession decline in the 1980s, a period during which companies ignored the importance of HRP (Sullivan, 2002). The reason for this was that HRP techniques used to conduct HR forecasting needs were based on complicated mathematical calculations, which hindered the flexibility of HRP to meet changing conditions (Parker & Caine, 1996). The availability of a wide range of quantitative techniques was ineffective if those techniques should not be utilized by less numerate (small number) employees.

In the 1990s, awareness of the importance of skills development due to continuous environmental change increased, and this led to HRP occupying the forefront of the HRM agenda (Cowling & Walters, 1990; Reilly, 1996). In addition to continuous improvement in HRP, a focused effort was put in to integrating HRP with an organization's strategy to gain competitive advantage in the face of increasing global competition, product innovation, and technological development (Bechet & Walker, 1993; Cowling & Walters, 1990; Lam & Schaubroeck 1998). How an organization can contribute towards achieving competitive advantage and organizational strategic objectives by developing more effective HRP practices was the current concern of experts and academics in this field (Ali, et al., 2012; Colley & Price, 2010; Curson, et al., 2010; Jacobson, 2010). To ensure educational organizations meet their current human resource needs including their readiness to address future trends and demands, major emphasis needs to be placed on HRP.

### **2.1.8 Challenges of Human Resource Planning**

According to (Pilbeam & Corbridge, 2010), human resources play a paramount role in organizations as their success largely depends on having the right people. The process of human

resource planning has become increasingly complex, particularly in dynamic environments where economic instability heightens the challenges of predicting and planning for human resource needs. Human resource planning involves a systematic and ongoing analysis of an organization's human resource requirements, considering changing conditions, and integrating this analysis with the development of policies to meet those needs . As the authors stated this planning process should be future-oriented, goal-driven, and aim to reduce uncertainty while balancing labor supply and demand. It comprises four stages: investigation and analysis, forecasting, planning and resourcing, and implementation and control. Human resource planning takes a proactive approach by anticipating labor shortages and surpluses and acquiring or developing the necessary skills. As (Armstrong,2011) stated, gaps in human resources can occur in terms of skills or knowledge, and organizations may need to engage in recruitment, promotions, or training and development to address these gaps. However, in an unstable economy characterized by high unemployment and labor mobility, external recruitment becomes challenging.

The characteristics of the economy significantly influence how organizations approach human resource planning (Andersson et al., 2002). While the planning process is typically successful in stable environments, it becomes more complex in unstable economies characterized by high unemployment, shrinking output, bankruptcy, reduced trade and commerce, currency fluctuations, financial crises, and bank failures (Fapohunda, 2012). SHRM, 2019 stated , in such turbulent economic environments, organizations often face significant challenges in human resource planning uncertainty in the business environment poses a major challenge for effective human resource planning (SHRM, 2019). The constantly changing business environment makes it difficult for organizations to accurately predict their future workforce needs due to factors like technological advancements, economic changes, and political influences).

The difficulty of predicting employee turnover is another challenge in human resource planning (Center for American Progress, 2018). Employee turnover can be costly for organizations, and factors such as job satisfaction, compensation, and employee engagement contribute to turnover but can be challenging to measure accurately.

Many HR professionals lack the data and analytics capabilities necessary for informed decision-making in workforce planning (Deloitte, 2020). Collecting and analyzing workforce data can be challenging, particularly for smaller organizations with limited resources..

A lack of alignment between HR and organizational strategy poses another significant challenge in human resource planning (Institute for Corporate Productivity, 2020). HR professionals need to be involved in the strategic decision-making process to ensure that their workforce planning aligns with the organization's goals and objectives.

### **2.1.9 Problems/ Barriers to Human Resource Planning**

Human resource planning is a critical process that involves forecasting future workforce needs, identifying potential labor shortages or surpluses, and developing strategies to manage labor costs effectively. However, human resource planning is not without its problems and barriers. This essay will discuss some of the common problems and barriers to human resource planning and their implications for organizations.

One of the significant problems of human resource planning is the lack of support from top management. Human resource planning requires the commitment and support of top management to be effective. According to an article called the Society for Human Resource Management (2019), "the lack of support from top management is one of the most common problems facing HR professionals when it comes to human resource planning". Without the support of top management, HR professionals may not have the resources, authority, or influence they need to implement effective workforce planning strategies.

Another problem of human resource planning is the lack of accurate data and analytics. Human resource planning requires accurate data and analytics to identify workforce trends and make informed decisions. However, collecting and analyzing workforce data can be challenging for organizations, especially smaller ones with limited resources. According to a report by Deloitte, 2020) "many HR professionals lack the data and analytics capabilities to make informed decisions about their workforce". Without accurate data and analytics, HR professionals may not be able to identify potential workforce shortages or surpluses, and they may not be able to develop effective strategies to manage labor costs.

A third problem of human resource planning is a lack of alignment with business objectives. Human resource planning must be closely aligned with the broader business objectives of the organization. If the human resource plan is not aligned with the organization's overall strategy, it is unlikely to be successful. A study by the International Journal of Business and Management,

2017 found that "the lack of alignment between human resource planning and organizational strategy can lead to ineffective workforce planning."

A fourth problem of human resource planning is the lack of employee participation and engagement. Employee participation and engagement are critical to the success of human resource planning. However, employees may not always be willing or able to participate in the planning process.

According to a study (SHRM, 2019), "the lack of employee participation and engagement is one of the most common barriers to effective human resource planning. Without the participation and engagement of employees, HR professionals may not be able to accurately identify workforce needs or develop effective strategies to manage labor costs.

Finally, a lack of flexibility can also be a barrier to human resource planning. Workforce planning must be flexible enough to adapt to changes in the business environment. If the plan is too rigid, it may not be able to respond to changes in the labor market or shifts in organizational strategy. According to a report by the Society for Human Resource Management, 2019) "organizations must be able to adjust their workforce planning strategies quickly to keep pace with changing business needs and market conditions

In conclusion, human resource planning is a critical process for organizations, but it is not without its problems and barriers. The lack of support from top management, the lack of accurate data and analytics, the lack of employee participation and engagement, a lack of alignment with business objectives, and a lack of flexibility are all significant problems and barriers of HRP. Organizations must address these barriers to ensure that their human resource planning initiatives are successful.

#### **2.1.10 How to Make HRP Effective**

The following are key points that can enhance the effectiveness of human resource planning (HRP):

- **Alignment with the organization's strategic plan:** One approach to ensuring effective HRP is aligning it with the organization's strategic plan. Bratton and Gold (2017) emphasize the close connection between HRP and strategic planning, as it ensures the organization has the necessary workforce to execute its strategy. This involves understanding the organization's

long-term goals and objectives and forecasting the future workforce requirements to achieve them.

- Deep understanding of the current workforce and future needs: Effective HRP necessitates a comprehensive understanding of the current workforce and future needs. Armstrong and Taylor (2014) highlight the significance of analyzing the existing workforce in terms of skills, experience, and potential, and identifying any skill gaps or shortages that require attention. This understanding enables organizations to develop targeted strategies for recruitment, training, and development, ensuring they have the appropriate workforce to meet future demands.
- Flexibility and adaptability: Successful HRP requires organizations to be flexible and adaptable. Huselid (1995) emphasizes the need for organizations to promptly and effectively respond to changes in the business environment, such as technological advancements, market conditions, or customer preferences. This adaptability entails having contingency plans in place and the ability to adjust HRP strategies as circumstances evolve.
- Utilization of data and analytics for decision-making: HRP relies on data and analytics to inform decision-making. Kehoe and Wright (2013) highlight the value of data-driven HRP in identifying workforce trends and patterns, enabling organizations to make informed decisions regarding recruitment, training, and development. By leveraging data and analytics, organizations can make more accurate predictions about future workforce needs and develop targeted strategies to address them.

## **2.2 Empirical Literature Review**

In this section the researcher tried to identify findings of prior studies on human resource planning practices and challenges. With this regard several research findings are identified both from the home country and abroad as follows:

The empirical research conducted by Yaw Opoku-Mensah (2012) on the effectiveness of Human Resource Planning (HRP) in the Information Services Department (ISD) in Accra, Ghana, exhibits some limitations. While the study employed a combination of quantitative and

qualitative methodologies, utilizing a descriptive research approach, the use of non-probability sampling techniques, such as purposive and systematic sampling, raises concerns about the generalizability of the findings. The reliance on questionnaires and interviews for data collection, with interviews conducted only with key officials and questionnaires distributed among ISD employees, may introduce bias and limit the representation of diverse perspectives. Furthermore, the research focuses primarily on evaluating the presence and effectiveness of HRP policies and practices within the ISD, without providing a broader context or benchmark for comparison. The study's conclusions and recommendations for a proactive approach to recruitment and employee retention lack specificity and fail to offer concrete strategies for addressing the identified challenges. Ultimately, the research lacks robustness and a comprehensive analysis, which undermines its contribution to the field of HR planning.

A study by Husna A. John (2013) on assessment of the role human resource planning towards organizational performance, case of National Institute of Transport (NIT). The study found out that human resource planning is an efficient tool to achieve the goals and objectives of National Institute of Transport if planning involves setting the required objectives, analyzing the environment, carrying out an audit of human resources, making a forecast, reconciling the demand and supply of human resources and evaluating the implementation.

A research conducted by Birhane (2011) on the assessment of human resource planning, training, and placement practices and problems within the Ministry of Defense in Ethiopia possesses certain limitations. While the research incorporated primary and secondary data from various sources, the sampling technique employed, namely Probability sampling, is not adequately described, raising concerns about the representativeness of the sample. Additionally, the research focuses primarily on describing the dysfunctions and shortcomings of HR planning, training, and placement practices within the Ministry of Defense, without offering a comprehensive analysis or proposing practical solutions. The lack of an appropriate management philosophy and inefficient organizational structure are highlighted as issues, but without elaboration or empirical evidence to support these claims. Moreover, the research fails to provide a thorough examination of forecasting analysis methods, relying on subjective qualitative approaches and offering limited quantitative statistical evidence. As a result, the research conclusions lack depth and fail to provide actionable insights for improving HR planning practices within the Ministry of Defense.

A study the researcher took as an example here is the research by Tesmeyiki(2019) from Ethiopia. The researcher under his research titled “Human resource planning practices and challenges at Ethiopian construction workers corporation” The study tried to find out how the human resource planning process carried out in the company; to what extent the human resource planning integrated with its strategic plan and the major challenges the corporation faced in human resource planning. The study result revealed that the company has not good human resource planning practices for there is not computerized human resource information system in the corporation. The study also showed that the human resource planning was not integrated with the corporation’s strategic plan.

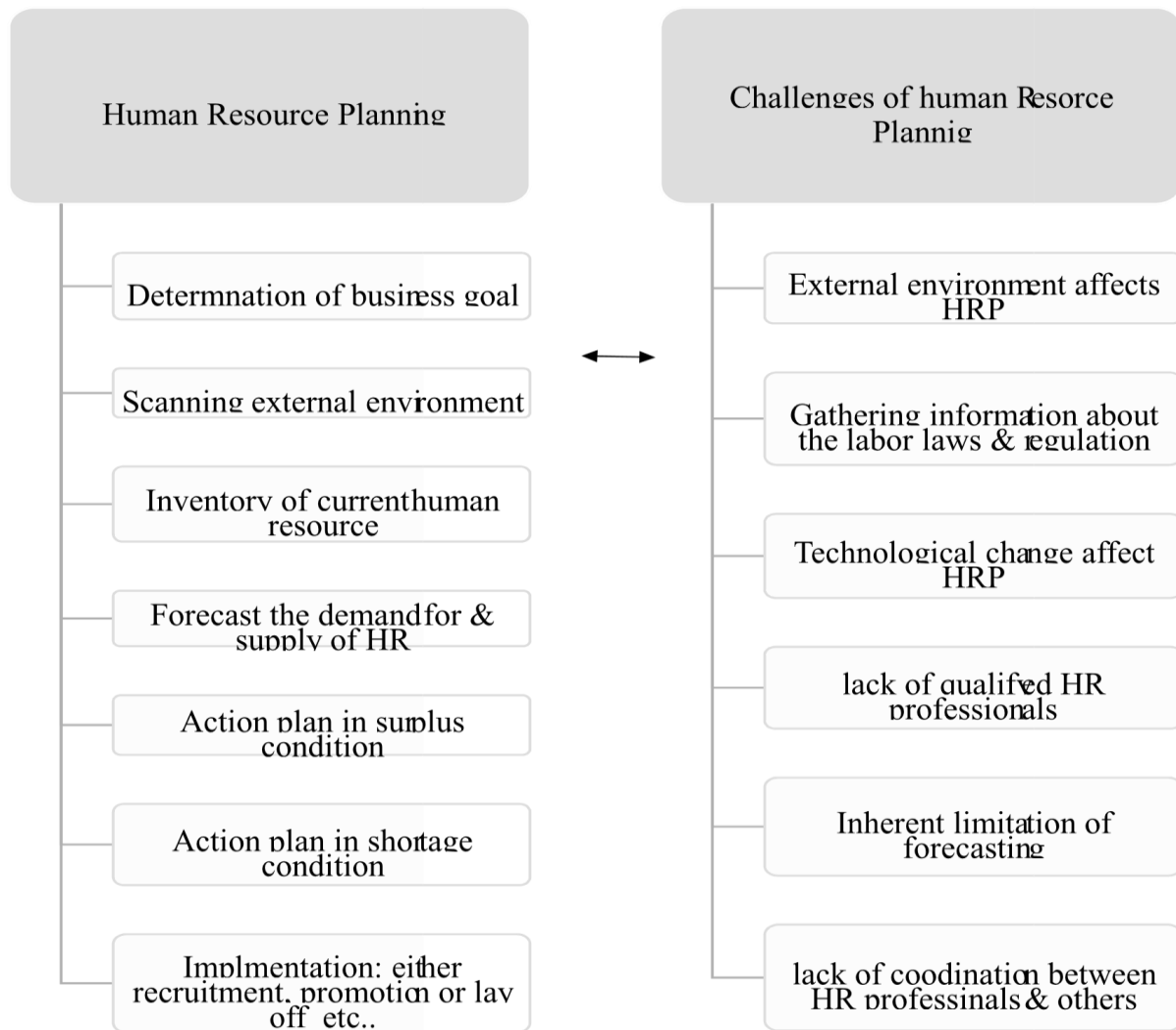
Another empirical study by Agyemang and Ofei-Manu (2019) examined the challenges faced by HR planning practitioners in Sub-Saharan Africa. The study identified common challenges such as inadequate data availability, limited financial resources, political instability, and insufficient HR expertise. These challenges hinder effective HR planning and contribute to workforce skill gaps and recruitment difficulties. However, it is important to note that the generalizability of the study's findings may be limited due to the diverse nature of Sub-Saharan Africa and the potential omission of country-specific factors. Furthermore, the study primarily relied on qualitative data, which may restrict definitive conclusions. Overall, while these empirical studies provide valuable insights, further research is needed to develop a comprehensive understanding of HR planning in African countries.

One study conducted by Johnson and Mwita (2018) aimed to explore HR planning practices in African organizations, focusing on Kenya, Nigeria, and South Africa. The study found that HR planning in these countries primarily prioritizes short-term operational needs, leading to misalignment with long-term strategic objectives. This approach results in skill gaps and inefficient resource allocation. However, a potential criticism of this study is its limited geographical scope, which may not fully represent HR planning practices across the entire continent. Additionally, the reliance on self-reporting surveys may introduce response bias.

Overall, these empirical research studies exhibit limitations in their sampling techniques, theoretical frameworks, and analysis approaches. The lack of robustness, generalizability, and specificity in the findings and recommendations hinders their contributions to the field of HR planning.

### 2.3 conceptual frameworks

The process of the HR planning begins with considering the organizational objectives and strategies. Then both external and internal assessments of HR needs and supply sources must be done and forecasts developed. Based on the above empirical literature, the following integrated frame work was developed and it shows the relationship between human resource planning practices and the factors that affecting the implementation process.



Source :( Habtamu Ketsela, HR planning practice and challenges at specialized financial and promotional institution, Ethiopia, 2019)



## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### 3.1 Research Design

Creswell (2009) provides an explanation of research design as a systematic approach and set of procedures that encompass decision-making processes ranging from overarching assumptions to intricate methods of data collection and analysis. For this study, a descriptive research design was implemented. As Neumann (2014) outlines, a descriptive research design is characterized by its aim to provide a comprehensive depiction of the characteristics, events, or phenomena under investigation. In the context of this study, the descriptive research design was employed to offer a detailed exploration of the prevailing practices and challenges associated with human resource planning in Ethio telecom. The study focused on gathering perceptions from respondents in managerial positions, specifically line managers. To achieve the study objectives and address the research questions, descriptive statistics, including measures such as frequency, percentage, mean, and standard deviation, were utilized to assess the practice and challenges of human resource planning in Ethio telecom.

#### 3.2 Research Approaches

According to (Creswell, 2014), Research approaches encompass the fundamental strategies or methodologies employed in the execution of a research study. These approaches establish a framework dictating the manner in which data is gathered, analyzed, and interpreted. Among the prevalent research approaches is the quantitative approach, which concentrates on numerical data and statistical analysis as a means to derive conclusions. Conversely, the qualitative approach is an alternative approach that places emphasis on acquiring subjective, in-depth insights through techniques such as interviews, observations, and document analysis.

The research study has employed a combination of quantitative and qualitative research approaches. This decision was made with the intention of converging or validating findings derived from multiple data sources, thereby enhancing the overall reliability of the study. The quantitative approach was utilized in the analysis of respondents' questionnaire responses, allowing for the systematic examination of numerical data. Conversely, the qualitative approach was employed to capture and relay interview responses, as well as the researcher's firsthand experiences and observations. This integration of approaches was undertaken to bolster the credibility and dependability of the collected data. The researcher distributed questionnaires to

line managers at ethio telecom and conducted interviews with the director of the Human Resources department.

### 3.3 Target Population

Cooper and Schindler (2003) define population as the complete set of elements from which individuals are selected to draw conclusions. In the context of this study, the target population consisted of employees at ethio telecom who held managerial positions, specifically line managers. A total population of 247 individuals from the headquarters located in Arada sub city, Addis Ababa, Ethiopia was considered. From this population, sample sizes of 153 line managers were selected to participate in the study.

### 3.4. Sample Size and Sampling Techniques

#### 3.4.1 Sampling size

Israel (2012) outlines various strategies for determining sample size. These strategies encompass utilizing a census approach for small populations, adopting a sample size from a similar study, consulting published tables that provide predetermined sample sizes based on the population size, or employing a formula to calculate the sample size. In this particular research, the researcher followed the formula proposed by Israel (2012) to determine the sample size. Accordingly, the sample size for this study was determined using the formula:

!

$$n = \frac{N}{(1 + N * (0.5)^2)} \quad n = \frac{N}{(1 + N * (0.5)^2)}$$

$$n = \frac{247}{(1+247*0.5*0.5)}$$

$$=153$$

n = the sample size

N = the study population

e = the level of precision = 0.05, (level of confidence 95 %)

1 = designates the probability of the event occurring

### **3.4.2 Simple Techniques**

Both probability and non-probability sampling techniques were employed in the data collection process. Probability sampling, as stated by Kadam and Bhalerao (2014), is a fundamental tool that allows researchers to estimate population parameters with known accuracy and precision, enabling generalization of findings to the larger population. Simple random sampling, a probability technique, ensures that every member of the population has an equal chance of being selected, providing an unbiased opportunity for inclusion in the sample. In addition, non-probability sampling techniques, such as purposive sampling, were used to intentionally select individuals for interviews based on specific criteria or characteristics deemed relevant to the research objectives. This combination of sampling approaches facilitated a comprehensive and targeted approach to data collection.

## **3.5 Data and source**

### **3.5.1 Primary Data**

The researcher employed a data collection approach that encompassed both qualitative and quantitative methods to gather information for this study. To obtain primary data, the researcher specifically targeted employees who held managerial positions (line managers) within ethio telecom. The collected data was directly relevant to the research objectives and acquired by the researcher employing a meticulously structured questionnaire. This questionnaire, which comprised open-ended inquiries, was disseminated among ethio telecom personnel to gather insights regarding the implementation of Human Resources planning processes and the challenges encountered therein. The data was subsequently collected directly from the respondents. Additionally; primary data was obtained through an interview with the Human resources department director at ethio telecom.

### **3.5.2 Secondary Data**

Secondary data refers to reports or data that have already been collected by other researchers or academic sources, often for different research purposes (Blumberg et al., 2008). Utilizing secondary data allows researchers to position their study within the existing knowledge base and

expand their understanding of the research topic. In the context of this study, secondary data sources include the organization's website, relevant articles, researches, and books.

### **3.6 Data collection method**

In this study, the construction of the questionnaire was based on a thorough examination of scholarly literature, encompassing the analysis of various research papers, as well as consultation with a research advisor. The questionnaire was designed to incorporate all relevant aspects identified in the literature review. Furthermore, an interview was conducted with the HR director of ethio telecom. The questionnaire, which was divided into two parts, was then distributed to the respondents. The first part of the questionnaire encompassed personal information of the respondents, while the second part focused on assessing the alignment between the business plan and HR plan, examining environmental factors, forecasting HR demand and supply, HR implementation, evaluation and identifying challenges. A five-point Likert scale was employed to measure the respondents' level of agreement or disagreement with the statements presented in the questionnaire. The Likert scale consisted of the following options: 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree).

### **3.7 Method of data analysis**

The data acquired from the participants was subjected to analysis using SPSS Version 26 in order to obtain descriptive statistics. Descriptive statistics, such as frequency, percentage, mean, and standard deviation, were employed to investigate the practice of Human Resources planning and the associated challenges faced by the organization.

### **3.8 Validity and Reliability**

Reliability and validity address issues about the quality of the data and appropriation of the methods used in carrying out the research.

### **3.8.1 Validity**

Validity, as described by Adams et al. (2007), is a crucial aspect that assesses whether the items effectively capture the intended data. In the context of the study, several measures were taken to ensure the validity of the research instrument. To establish validity, a panel of colleagues and experts evaluated the instrument. Their input and feedback helped determine if the items accurately measured the intended constructs and if they were appropriate for the research context. Additionally, the inclusion of similar items across different sections of the questionnaire helped examine response bias and ensure consistency in participant responses. By establishing validity, the study aimed to instill confidence in the reliability and relevance of the findings. Validity ensures that the research instrument measures what it intends to measure, allowing for informed decision-making based on trustworthy data (Cook & Campbell, 2007). Moreover, a valid study enhances the generalizability of research findings, making them applicable to diverse settings and populations (Creswell, 2014). Recognizing the critical role of validity as a foundation for trustworthy research outcomes, the study prioritized establishing content validity. This was achieved through expert and advisor validation, where experienced individuals in the field reviewed the survey and provided feedback. Based on their recommendations, necessary adjustments were made to ensure that the survey items aligned with the research question, conceptual framework, and overall objectives of the study

### **3.8.2 Reliability**

According to Carmines and Zeller (1979), reliability refers to the extent to which the measurement of a phenomenon yields consistent and stable results. Reliability is also associated with the concept of repeatability. Huck (2007) emphasizes the significance of reliability testing as it assesses the consistency of measurement equipment components. When the items of a scale are interconnected and measure the same construct, it is considered to have high internal consistency reliability (Huck, 2007; Robinson, 2009). Cronbach's Alpha is the commonly employed method for measuring internal consistency, particularly when using a Likert scale (Whitley, 2002; Robinson, 2009). Although there are no strict rules governing internal consistency, a minimum coefficient of 0.70 is generally agreed upon (Whitley, 2002; Robinson,

2009). Hinton et al. (2004) proposed four reliability thresholds: excellent reliability (above 0.90), high reliability (0.70–0.90), moderate reliability (0.50–0.70), and low reliability (below 0.50).

Table 3.1 Reliability statistics

No	Description of items	No of items	Cronbach's Alpha
1.	Alignment of HR Planning with Organizational business objectives related factors	5	0.988
2.	Scanning internal environment related factors	3	0.982
3	Scanning external environment related factors	3	0.993
4.	HR Supply forecasting related factors	5	0.98
5.	HR demand forecasting related factors	6	0.984
6.	Implementation of HR plan related factors	4	0.961
7.	Evaluation of HR plan related factors	3	0.968
8	Challenges that the organization face in the execution of HRP related factors	5	0.982

Source own survey, 2023

As shown in the above table 3.1 the Cronbach alpha coefficient for all description was above 0.9, the result indicate that excellent reliability, Hinton et al. (2004) have suggested for reliability, excellent reliability (0.90 and above).

### 3.9 Ethical Consideration

To maintain a professional and ethical research process, the researcher took several measures. Firstly, respondents were informed about the research purpose and assured of confidentiality. They were informed that participation was voluntary and based on informed consent. Additionally, the researcher ensured that respondents' individual responses remained anonymous in data presentations, analysis, and interpretations.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

The primary objective of this study is to assess the practice of human resource planning and the challenges faced at Ethio Telecom. Within this chapter, particular attention is given to the presentation, analysis, and interpretation of data collected from questionnaires and interviews. Additionally, reliability analysis is conducted to ensure the validity of the findings, and the profile of the respondents is established. To effectively address the research questions, the collected data were subjected to analysis using the Statistical Package for the Social Sciences (SPSS) version 26.

#### 4.1 Response rate of Respondents

Table 4.1 Response rate of Respondents

Questionnaire	frequency	Percentage
Total number of questionnaire distributed	153	100%
Total number of questionnaire returned	150	98.04%
Total number of questionnaire unreturned	3	1.96%
Total number of questionnaire rejected	---	---

Source own survey, 2023

The response rate, which indicates the proportion of participants in the sample who completed and returned the survey, plays a significant role in evaluating survey effectiveness. In the scope of this study, precisely 153 questionnaires were distributed to individuals holding managerial positions, specifically section managers. Out of the total distribution, 150 questionnaires were successfully completed and retrieved, reflecting a remarkable response rate of 98.04%. It is worth noting that 3 individuals did not return the questionnaire, and their responses are not included in the final analysis.

#### 4.2 Demographic characteristics of the respondents

Table 4.2 Demographic characteristics of the respondents

<b>Gender of respondents</b>					
		Frequency	Percent (%)	Valid Percent	Cumulative Percent
Valid	Male	114	76.0	76.0	76.0
	Female	36	24.0	24.0	100.0
	Total	150	100.0	100.0	
<b>Educational level of the respondents</b>					
		Frequency	Percent (%)	Valid Percent	Cumulative Percent
Valid	Diploma	9	6.0	6.0	6.0
	BSC	80	53.3	53.3	59.3
	MA/MSc	61	40.7	40.7	100.0
	Total	150	100.0	100.0	
<b>Work experience of the respondents</b>					
		Frequency	Percent (%)	Valid Percent	Cumulative Percent
Valid	1-2	15	10.0	10.0	10.0
	2-3	25	16.7	16.7	26.7
	3-5	42	28.0	28.0	54.7
	>5	68	45.3	45.3	100.0
	Total	150	100.0	100.0	



Source own survey, 2023

According to the data presented in Table 4.2, out of the 150 respondents, 114 (76%) were male, while 36 (24%) were female. These findings highlight that male employees significantly outnumber their female counterparts in managerial positions (line managers) within ethio-telecom.

It is evident that the educational levels of the respondents vary. The majority of the participants, accounting for 80 (53.3%), hold a bachelor's degree. Following closely behind, 61 (40.7%) respondents possess a Master's degree or higher. Additionally, the findings indicate that 9 (6%) of the respondents have a diploma. These results imply that a significant proportion of employees working in the study area possess diverse educational backgrounds, with a notable emphasis on degrees and advanced degrees. This level of qualification plays a crucial role in helping the organization achieve its mission, vision, and goals, while providing valuable insights for addressing the research questions.

Regarding work experience in the study area, the survey results revealed that the majority of respondents, comprising 68 individuals (45.3%), had more than five years of experience within the organization. Following closely behind, 42 respondents (28%) had worked in the organization for a period of 3-5 years. Moreover, 25 respondents (16.7%) reported having 1-2 years of experience, while 15 respondents (10%) fell within the same time frame. These findings suggest that employee tenure within an organization plays a significant role in enhancing worker efficiency and effectiveness.

### **4.3 Descriptive Analysis of collected data**

Data were analyzed using quantitative procedures combined with some qualitative procedures. For this study, Qualitative data from the interviews were analyzed, qualitatively. Quantitative data obtained from the questionnaires were analyzed descriptively in terms of frequency, percentage, mean, overall mean and standard deviation. All analyzes were performed using the Statistical Package for the Social Sciences (SPSS) software version 26. Interpretations were made by using Moidunny (2009) interpretation. He describes the interpretation of Likert scales, accordingly, in this study the essence of the interpreted data is as follows: 1.0–1.8 = Very Low, 1.81–2.6 = Low, 2.61–3.20 =Medium, 3.21–4.20 = High, 4.21–5.00 = Very High.

#### 4.4 Alignment of HRP with organization’s business plan

Table 4.3 Alignment of HR planning with organization business objective

No	Statement	Scale	Frequency	Percentage (%)	N	Mean	Std. Deviation
1	Ethio Telecom actively considers the organization’s objectives when developing HR plans	VL	28	18.7	150	2.39	1.128
		L	77	51.3			
		M	12	8			
		H	25	16.7			
		VH	8	5.3			
2.	Ethio Telecom's HRM ensures that HR plans are closely aligned with the overall organizational strategy	VL	31	20.7	150	2.26	1.045
		L	79	52.7			
		M	16	10.7			
		H	18	12			
		VH	6	4			
3.	The HR department actively collaborates with other department managers to align organizational objectives and workforce needs in the HR planning process	VL	28	18.7	150	2.36	1.095
		L	77	51.3			
		M	15	10.0			
		H	23	15.3			
		VH	7	4.7			
4.	Ethio telecom’s HR planning process includes regular evaluations and adjustments to ensure alignment with changing business objectives	VL	19	12.7	150	2.62	1.162
		L	73	48.7			
		M	14	9.3			
		H	34	22.7			
		VH	10	6.7			
5.	The HR planning department actively identifies and addresses any gaps between HR capabilities and the strategic objectives of Ethio Telecom	VL	29	19.3	150	2.47	1.197
		L	67	44.7			
		M	21	14.0			
		H	20	13.3			
		VH	13	8.7			
Valid N (list wise)					150		
Grand mean						2.42	1.13

Source own survey, 2023

As indicated in Table 4.3 descriptive analysis of the HR plan with organizational objective the response of the respondent was discussed as follow.

With regard to item number 1, the respondents were interrogated concerning the extent to which Ethio Telecom actively considered the organization's objectives during the formulation of its HR plans. For this particular item, the majority of the respondents show low intimation with 77 individuals accounting for 51.3% of the sample. Overall, the respondents on average provide mean rating of 2.39, accompanied by a standard deviation of 1.128. These findings suggest that Ethio Telecom did not actively consult the organization's objectives when developing its HR plan.

In item number 2, which specifically addresses the extent to which Ethio Telecom's Human Resource Management (HRM) ensures the close alignment of HR plans with the overarching organizational strategy, the findings reveal that a significant majority of the respondents, accounting for 79 individuals (52.7%), expressed a low level of alignment. According to the respondents' perspectives, it is evident that Ethio Telecom's HRM did not effectively align the HR plans with the overall organizational strategy. This conclusion is supported by the mean rating provided by the respondents, which was 2.26, accompanied by a standard deviation of 1.045

In relation to item number 3, which focuses on the extent to which the HR department engages in collaborative efforts with other department managers to align organizational objectives and workforce needs during the HR planning process, the respondents were specifically queried. For this particular item, a significant majority of the respondents, comprising 77 individuals (51.3%), expressed a disagreement. The results obtained for this research question indicate a mean value of 2.36, accompanied by a standard deviation of 1.095. These findings strongly suggest that the HR department does not actively collaborate with other department managers during the HR planning process, thereby indicating a lack of alignment between organizational objectives and workforce needs.

Regarding items 4, which specifically address Ethio Telecom's HR planning process entailing regular evaluations and adjustments to ensure alignment with evolving business objectives, the findings indicate that the majority of respondents, accounting for 73 individuals (48.7%), expressed a low level of satisfaction. In general, according to the respondents, the results reveal a mean rating of 2.62, accompanied by a standard deviation of 1.162. These findings suggest that the respondents were dissatisfied with the HR planning process of the organization, indicating a

lack of effectiveness in terms of regularly evaluating and adjusting HR plans to align with evolving business objectives

In relation to item number 5, the study the extent to which the HR planning department actively identifies and resolves gaps between HR capabilities and the strategic objectives of Ethio Telecom.

The findings reveal that a significant majority of respondents, comprising 67 individuals (44.7%), expressed a low level of agreement. The respondents provided responses with a mean value of 2.47 and a standard deviation of 1.197. These results indicate the respondents regarding the active involvement of the HR department in addressing gaps between HR capabilities and the strategic objectives of Ethio Telecom were not satisfied, since the respondent have a low level of agreement.

In general, the findings presented in Table 4.3, which highlight the descriptive statistics of the alignment of HR planning with organizational business objectives, indicate a grand mean value of 2.42, accompanied by a standard deviation of 1.13. These results suggest that a significant majority of the respondents expressed a low level of agreement regarding the alignment between Ethio Telecom's HR planning process and the overall organizational business objectives.

During an in-depth interview with the Director of the HR department, it was revealed that the HR planning process at the organization is intricately connected to the overall organizational business plan. The HR department actively engages in collaboration with key stakeholders from various departments to gain a comprehensive understanding of the objectives outlined in the business plan. This collaborative approach allows the HR department to align its strategies and initiatives with the broader organizational goals.

One of the key responsibilities of the HR department is to formulate an HR plan that effectively addresses workforce capability gaps. By analyzing the current workforce, identifying skill shortages or surpluses, and forecasting future talent needs, the HR department can develop targeted strategies to bridge these gaps. This may include initiatives such as recruitment, training and development programs, performance management systems, and succession planning.

#### 4.4.1 Scanning internal environment

Table 4.4 Descriptive Statistics of Scanning internal environment

No	Statements	Scale	Frequency	Percentage (%)	N	Mean	Std. Deviation
1.	Ethio Telecom considers the organization structure as part of internal environment scan during the preparation of HR plan.	VL	11	7.3	150	3.55	1.179
		L	25	16.7			
		M	12	8.0			
		H	75	50.0			
		VH	27	18.0			
2.	Ethio Telecom takes into account the availability and allocation of Internal financial resource during scanning process.	VL	8	5.3	150	3.73	1.053
		L	13	8.7			
		M	21	14.0			
		H	77	51.3			
		VH	31	20.7			
3.	Ethio Telecom takes into account the level of internal new production capacity and capability during scanning process	VL	9	6.0	150	3.72	1.142
		L	18	12.0			
		M	16	10.7			
		H	70	46.7			
		VH	37	24.7			
Valid N (listwise)					150		
Grand Mean						3.67	1.13

Source own survey, 2023

Based on the findings derived from study 4.4, item number 1 pertained to the inquiry concerning Ethio Telecom's incorporation of organizational structure as a constituent of the internal environmental analysis during the formulation of the human resources (HR) plan. Regarding this specific item, a significant majority of the respondents, amounting to 75 (50.0%), expressed their

agreement in response. The respondents provided a mean value of 3.55 and a standard deviation of 1.176 as their response. These results signify that the respondents exhibit a high level of consensus regarding the recognition of organizational structure as a crucial element of environmental scanning during the process of preparing the HR plan at Ethio Telecom.

With regard to item number 2, which concerns the availability and allocation of financial resources during the internal scanning process, the findings disclose that a substantial majority of respondents, amounting to 77 individuals (51.3%), expressed their agreement. The respondents' responses yielded a mean value of 3.73 and a standard deviation of 1.053. These results signify that the respondents exhibit a high level of consensus regarding Ethio Telecom's recognition of the importance of considering the availability and allocation of financial resources as a significant aspect of the internal scanning process.

In relation to item 3, which investigates whether Ethio Telecom incorporates the level of internal new production capacity and capability into the scanning process, the majority of respondents, specifically 70 individuals (46.7%), expressed their agreement with this statement. The respondents' responses yielded a mean value of 3.72 and a standard deviation of 1.142. This outcome indicated that the respondents exhibit a high level of consensus regarding the notion that Ethio Telecom effectively takes into account the level of internal new production capacity and capability during the internal scanning process.

The analysis of the collected data yielded specific and informative results. The overall result revealed a grand mean of 3.67 and a standard deviation of 1.13. These descriptive statistics provide valuable insights into the process of scanning the internal environment at Ethio Telecom. Examining the internal environment scanning process at Ethio Telecom, it was found that the company takes into account several factors. These factors include the internal organization structure, which involves evaluating the effectiveness of the company's hierarchical arrangement and reporting lines. Additionally, the availability and allocation of internal financial resources are considered, ensuring that financial assets are appropriately distributed and utilized within the organization.

Furthermore, the internal new product capability and capacity are taken into account during the scanning process. This involves assessing the organization's ability to develop and introduce new products, as well as evaluating the capacity to implement and support these products effectively.

#### 4.4.2 Scanning external environment

**Table.4.5** Descriptive Statistics of scanning external environment

No	Statement	Scale	Frequency	Percentage (%)	N	Mean	Std. Deviation
1	Ethio telecom effectively considers the labor market conditions and trends when scanning external environment.	VL	9	6.0	150	3.61	1.129
		L	21	14.0			
		M	19	12.7			
		H	72	48.0			
		VH	29	19.3			
2.	Ethio telecom takes into account emerging technologies and their potential impact on organization during scanning the external environment.	VL	11	7.3	150	3.57	1.190
		L	24	16.0			
		M	14	9.3			
		H	71	47.3			
		VH	30	20.0			
3.	Ethio telecom actively assesses government policies and regulation as part of its external environmental scanning process	VL	14	9.3	150	3.55	1.224
		L	20	13.3			
		M	17	11.3			
		H	68	45.3			
		VH	31	20.7			
Valid N (listwise)					150		
Grand Mean						3.57	1.18

Source own survey, 2023

Table 4.5 presents the results of the analysis on the scanning of external environmental factors, focusing on the descriptive statistics.

Regarding item number 1, which pertains to Ethio Telecom's effective consideration of labor market conditions and trends during the scanning of the external environment, the findings indicate that a significant majority of the respondents, comprising 72 individuals (48.07%), expressed their agreement. The respondents exhibited a high level of agreement, as evidenced by a mean value of 3.61 and a standard deviation of 1.129. These findings underscore the fact that when Ethio Telecom engaged in the practice of scanning the external environment, one of their notable concerns was the evaluation of labor market conditions.

With respect to item number 2, the respondents similarly conveyed their agreement regarding Ethio Telecom's consideration of emerging technologies and their potential impact on the organization during the scanning of the external environment. The findings reveal that a substantial majority of the respondents, encompassing 71 individuals (47.3%), expressed their agreement. The mean value for this agreement was calculated as 3.57, accompanied by a standard deviation of 1.190. These statistical measures signify that the respondents recognize the importance of evaluating emerging technologies and their potential ramifications for Ethio Telecom within the context of the external environment scanning process.

In relation to item number 3, the findings indicate that a significant majority of the respondents, comprising 68 individuals (45.3%), expressed their agreement. The respondents exhibited a favorable positive attitude towards Ethio Telecom's active assessment of government policies and regulations as an integral component of its external environmental scanning process. The mean value for this positive disposition was determined to be 3.55, accompanied by a standard deviation of 1.224. These findings signify that the respondents acknowledge the significance of Ethio Telecom's proactive approach in evaluating government policies and regulations during the process of scanning the external environment.

In general from the standpoint of the respondents, considering the grand mean of 3.57 and standard deviation of 1.18, it can be inferred that Ethio Telecom's primary focus during the process of scanning the external environment revolved around labor market conditions,



technology, and government policies and regulations. These areas of concern were identified as significant factors influencing the HR planning process at Ethio Telecom, as perceived by the respondents.

Based on the insights obtained from an interview with the Director of the HR department, it becomes evident that Ethio Telecom adopts a comprehensive and meticulous approach when it comes to scanning the environment. This approach encompasses both internal and external factors, providing a holistic understanding of the HR landscape and informing strategic decision-making.

Externally, Ethio Telecom places particular emphasis on monitoring the labor market, emerging technologies, and government policies. Understanding the labor market dynamics is crucial for anticipating talent availability, identifying skill gaps, and proactively addressing recruitment challenges. By staying abreast of emerging technologies, the organization can align its HR strategies with technological advancements and ensure that employees possess the necessary skills for future roles. Additionally, keeping a close eye on government policies allows Ethio Telecom to adapt its HR practices and policies in compliance with legal requirements and regulatory changes.

In summary, Ethio Telecom adopts a comprehensive approach to scanning the environment, as confirmed by the interview with the HR department director. This involves analyzing internal factors such as organizational structure, financial resources, and production capacity. Additionally, the organization pays close attention to external factors like the labor market, emerging technologies, and government policies. By leveraging this holistic understanding of the HR landscape, Ethio Telecom can make informed decisions and implement targeted interventions to optimize its human resources and drive organizational success. This approach ensures alignment between HR strategies and organizational objectives, resulting in a productive and engaged workforce.

#### 4.4.3. HR supply forecasting

Table 4.6 Descriptive statics of HR supply forecasting

Statement	Scale	Frequency	Percentage	N	Mean	Std. Deviation
1. The supply forecasting step accurately predicts the availability and readiness of internal talent pools at ethio telecom.	VL	28	18.7	150	2.58	1.228
	L	61	40.7			
	M	19	12.7			
	H	30	20.0			
	VH	12	8.0			
2. Ethio telecom effectively uses HR information system (HRIS) as a data base to manage their current skill information.	VL	42	28.0	150	2.15	1.071
	L	73	48.7			
	M	11	7.3			
	H	19	12.7			
	VH	5	3.3			
3. Ethio telecom assesses its internal skill inventory to know the current number and position of employees for forecasting supply	VL	28	18.7	150	2.47	1.235
	L	75	50.0			
	M	10	6.7			
	H	22	14.7			
	VH	15	10.0			
4. Ethio telecom assesses the external labor market to understand the availability of job seekers for supply forecasting.	VL	15	10.0	150	2.87	1.202
	L	59	39.3			
	M	22	14.7			
	H	39	26.0			
	VH	15	10.0			
5. When the supply of employees increase and demand of employee decreases ethio telecom identifies the practice of reduction working hours, layoffs and retirement	VL	29	19.3	150	2.33	1.109
	L	79	52.7			
	M	14	9.3			
	H	19	12.7			
	VH	9	6.0			
Valid N (listwise)				150		
Grand Mean					2.48	1.17

Source own survey, 2023

Based on the descriptive statistics presented in Table 4.6 regarding HR supply forecasting at Ethio Telecom,

In item number 1, the respondents were queried about the accuracy of the supply forecasting step in predicting the availability and readiness of internal talent pools at Ethio Telecom. The findings indicate that a substantial majority of the respondents, amounting to 61 individuals (40.7%), expressed their disagreement. The mean value of the respondents' responses was calculated as 2.58, with a standard deviation of 1.228. This outcome implies that the respondents demonstrate a low level of consensus regarding the extent to which the supply forecasting step accurately predicts the availability and readiness of internal talent pools at Ethio Telecom.

In item number 2, the respondents were queried about the effectiveness of Ethio Telecom's utilization of an HR information system (HRIS) as a database for managing their current skill information. The majority of the respondents, specifically 73 individuals (48.7%), expressed their disagreement with this statement. This sentiment is reflected in the calculated mean value of 2.15, accompanied by a standard deviation of 1.071. These findings indicate that Ethio Telecom does not effectively leverage an HR information database system to efficiently manage and access its current skill information.

In relation to item number 3, the respondents were queried about whether Ethio Telecom assesses its internal skill inventory to determine the current count and positions of employees for supply forecasting purposes. The majority of the respondents, specifically 75 individuals (50.0%), expressed their disagreement with this statement. This sentiment is reflected in the calculated mean value of 2.47, accompanied by a standard deviation of 1.235. These findings suggest that the respondents exhibited a low level of agreement regarding whether Ethio Telecom assesses its internal skill inventory to determine the current count and positions of employees for supply forecasting purposes.

In item number 4, the respondents expressed a neutral response regarding the organization's practice of assessing the external labor market to gain insights into the availability of job seekers

for supply forecasting purposes. The collected data indicates that the mean value of the responses was calculated as 2.87, with a standard deviation of 1.202. This indicates that, on average, the respondents neither strongly agreed nor strongly disagreed with the organization's practice in question. The neutral response suggests a lack of clear consensus among the respondents regarding the effectiveness or significance of assessing the external labor market for supply forecasting purposes.

In item number 5, the respondents were queried about Ethio Telecom's utilization of the practice of reducing working hours, implementing layoffs, and encouraging retirement as a means to address a situation where the supply of employees increases and the demand for employees decreases. The majority of respondents, comprising 79 individuals (52.7%), expressed their disagreement with this statement. The low level of agreement, as indicated by the calculated mean value of 2.33 and a standard deviation of 1.109, suggests that Ethio Telecom does not effectively identify or employ the practice of reducing working hours, implementing layoffs, and encouraging retirement when confronted with a scenario characterized by an increase in the supply of employees and a decrease in the demand for employees.

Based on the data presented in Table 4.6 for HR supply forecasting at Ethio Telecom, the overall grand mean was calculated to be 2.48, with a standard deviation of 1.17. These values indicate a low level of agreement among the majority of respondents. These findings suggest that Ethio Telecom does not effectively assess the supply forecasting technique during the HR planning process.

However insights obtained from an interview conducted with the HR department director, which revealed the following summarization: The HR director at Ethio Telecom emphasized the consideration of multiple factors, including employee skills, qualifications, performance, and potential for future roles within the organization. This comprehensive approach aims to accurately predict the readiness of the internal talent pool to meet the organization's HR needs. Ethio Telecom also conducts regular assessments of its internal inventory, gathering data on the current number of employees, their positions, and their skill sets. Additionally, the organization recognizes the significance of evaluating the external labor market. Ethio Telecom actively monitors and analyzes the external job market to assess the availability of job seekers with the desired skills and qualifications.

#### 4.4.4 HR Demand Forecasting

Table 4.7 Descriptive Statistics HR Demand Forecasting

No	Statement	Scale	Frequency	Percentage %	N	Mean	Std. Deviation
1.	Ethio telecom Demonstrates a clear understanding of the organization objectives when forecasting the demand for human resource in planning process.	VL	22	14.7	150	2.41	1.130
		L	88	58.7			
		M	9	6.0			
		H	19	12.7			
		VH	12	8.0			
2.	Ethio telecom effectively integrates its demand forecasting process with the organization of business plan to estimate the future quality and the quantity of people required.	VL	35	23.3	150	2.23	1.114
		L	79	52.7			
		M	12	8.0			
		H	14	9.3			
		VH	10	6.7			
3.	Ethio Telecom effectively utilize top down HR demand forecasting technique to estimate the overall working force requirements.	VL	18	12.0	150	2.54	1.139
		L	82	54.7			
		M	12	8.0			
		H	27	18.0			
		VH	11	7.3			
4.	Ethio telecom effectively utilize bottom up HR demand forecasting techniques to estimate the overall HR requirements.	VL	22	14.7	150	2.22	.982
		L	101	67.3			
		M	8	5.3			
		H	10	6.7			
		VH	9	6.0			
5.	Ethio telecom effectively considers the budget availability when forecasting the demand in human resource planning process	VL	14	14.7	150	2.58	1.137
		L	86	67.3			
		M	12	5.3			
		H	25	6.7			
		VH	13	6.0			
6.	When demand of employee increases and supply of employees decrease ethio telecom identify the practice area of recruitment, selection, training and promotion.	VL	22	9.3	150	2.24	.988
		L	99	57.3			
		M	8	8.0			
		H	13	16.7			
		VH	8	8.7			
Valid N (listwise)					150		
Grand Mean						2.37	0.92

Source own survey, 2023

Based on the findings presented in Table 4.7, in item number 1, respondents were asked about the extent to which ethio telecom demonstrates a comprehensive comprehension of the organization's objectives when forecasting the demand for human resources in the planning process. A majority of participants, specifically 88 individuals (58.7%), responded with disagreement. These results indicate a notable deficiency in ethio telecom's understanding of the organization's objectives during the process of forecasting HR demand in the planning stage. The calculated mean value of 2.41 and standard deviation of 1.130 suggest that ethio telecom's HR demand forecasting practices do not effectively align with the organization's objectives.

In relation to item number 2, participants were inquired about the efficacy of Ethio Telecom in integrating its demand forecasting process with the organization's business plan to estimate the forthcoming quantity and caliber of personnel required. The results reveal that a majority of respondents, specifically 79 individuals (52.7%), expressed disagreement on this matter. The level of agreement was notably low, as indicated by a mean value of 2.23 and a standard deviation of 1.114. These findings indicate that Ethio Telecom's human resources practices did not effectively integrate its demand forecasting process with the organizational objectives outlined in the business plan.

With regard to item number 3, participants were queried about the efficacy of Ethio Telecom in employing a top-down HR demand forecasting technique to estimate the comprehensive workforce requirements of the organization. The findings indicate that a majority of respondents, specifically 82 individuals (54.7%), expressed disagreement in their feedback. This low level of agreement is substantiated by a mean value of 2.54 and a standard deviation of 1.139. These findings suggest that Ethio Telecom's utilization of the top-down HR demand forecasting technique is not effectively utilized to estimate the overall workforce requirements of the organization.

In relation to item number 4, participants were inquired about the effectiveness of Ethio Telecom in employing a bottom-up HR demand forecasting technique to estimate the overall requirements of human resources. The results reveal that a majority of respondents, specifically 101 individuals (67.3%), expressed disagreement. The level of agreement was notably low, as indicated by the calculated mean value of 2.22 and standard deviation of 0.982. These findings

suggest that Ethio Telecom lacks effectiveness in utilizing a bottom-up HR demand forecasting technique to estimate the overall requirements of human resources.

Within the context of item number 5, participants were administered a survey with the objective of assessing the degree to which Ethio Telecom successfully integrates budgetary availability into the process of forecasting demand in human resource planning. The majority of respondents, specifically 86 individuals (67.3%), provided feedback indicating disagreement with this proposition. The survey outcomes demonstrate a relatively low level of consensus among the participants, as evidenced by a mean value of 2.56 and a standard deviation of 1.137 associated with the disagreement feedback. These findings suggest that Ethio Telecom does not effectively consider budgetary availability when forecasting demand in the human resource planning process.

In reference to item number 6, participants were queried regarding Ethio Telecom's practices concerning recruitment, selection, training, and promotion in response to an upsurge in employee demand and a decline in employee supply. The majority of respondents, specifically 99 individuals (57.3%), expressed disagreement with this statement. The findings indicate a relatively low level of agreement among the respondents, as evidenced by a mean value of 2.24 and a standard deviation of 0.988 associated with the disagreement feedback. These results suggest that Ethio Telecom does not effectively demonstrate a proactive approach in identifying and implementing suitable strategies and practices in recruitment, selection, training, and promotion to address situations involving increased employee demand and decreased employee supply.

In general, based on the data presented in table 4.7, it can be inferred from the respondents' feedback that there is a low level of agreement regarding HR demand forecasting at Ethio Telecom. The overall grand mean, as calculated, is 2.37, with a standard deviation of 0.92. These values indicate a lack of consensus among the majority of respondents. These findings suggest that Ethio Telecom's assessment of the demand forecasting technique during the HR planning process is not effective.

This conclusion is substantiated by insights derived from an interview conducted with the HR department director, which unveiled the following summarization: Ethio Telecom employs a multifaceted strategy to evaluate human resource demand forecasting during the HR planning

process. This strategy incorporates thorough data analysis, external factors, utilization of workforce planning models, and continuous evaluation. By employing this comprehensive approach, as he stated Ethio Telecom ensure that their HR planning aligns harmoniously with the strategic objectives of the organization, thereby enabling us to effectively meet the projected workforce needs.

#### 4.4.5 Implementation of HR plan

Table 4.8 Descriptive Statistics Implementation of HR plan

No	Statement	Scale	Frequency	percentage %	N	Mean	Std. Deviation
1..	Ethio telecom execute recruitment plan to address the shortage and surplus of Human resource	VL	14	9.3	150	3.01	1.114
		L	40	26.7			
		M	37	24.7			
		H	49	32.7			
		VH	10	6.7			
2.	Ethio telecom deploy training and development opportunities to effectively address the shortage and surplus of human resource	VL	11	7.3	150	2.91	1.206
		L	65	43.3			
		M	19	12.7			
		H	37	24.7			
		VH	18	12.0			
3.	Ethio telecom prepare action plan that has resulted in reducing employee turnover and enhance employee retention rate	VL	13	8.7	150	3.28	1.193
		L	32	21.3			
		M	25	16.7			
		H	60	40.0			
		VH	20	13.3			
4.	Ethio telecom implement redeployment plan to effectively address the shortage and surplus of human resources.	VL	26	17.3	150	2.39	1.128
		L	81	54.0			
		M	12	8.0			
		H	21	14.0			
		VH	10	6.7			
Valid N (listwise)					150		
Grand Mean						2.89	1.16

Source own survey, 2023



Based on the data presented in Table 4.8, specifically in relation to item number 1, respondents were asked about Ethio Telecom's implementation of a recruitment plan to address the shortage and surplus of human resources. It can be observed that the respondents provided a medium/neutral feedback in regard to Ethio Telecom's execution of the recruitment plan. The respondents' feedback was neutral, as indicated by a mean value of 3.01 and a standard deviation of 1.114. These findings suggest that the respondents did not express a significantly low or high level of agreement regarding Ethio Telecom's execution of the recruitment plan to address the shortage and surplus of human resources.

In item number 2, the respondents were asked regarding Ethio Telecom's utilization of training and development opportunities to effectively mitigate the challenges arising from the shortage and surplus of Human Resources. Notably, the respondents provided medium/neutral feedback, with a mean score of 2.91 and a standard deviation of 1.1206. It is worth noting that the respondents refrained from offering specific ideas or suggestions to address this issue. The neutral feedback implies a lack of strong agreement or disagreement among the respondents regarding the effectiveness of such initiatives in tackling the shortage and surplus of Human Resources.

In item number 3, the respondents were specifically questioned about Ethio Telecom's implementation of action plans aimed at reducing employee turnover and improving the employee retention rate. The respondents provided medium/ neutral feedback, as indicated by a mean value of 3.28 and a standard deviation of 1.193. The implications of the above data suggest that there may be a level of uncertainty among the respondents regarding the effectiveness of Ethio Telecom's action plans in addressing employee turnover and retention. The medium/neutral feedback implies a lack of strong agreement or disagreement among the respondents regarding the impact of these plans.

In relation to item number 4, participants were questioned about the implementation of a redeployment plan by Ethio Telecom to effectively address the shortage and surplus of human resources. The majority of respondents, specifically 81 individuals (54.0%), expressed disagreement with this proposition. The results obtained from the respondents indicate a low level of agreement, as evidenced by a mean value of 2.39 and a standard deviation of 1.128.

These findings imply that the respondents at Ethio Telecom disagreed with the implementation of a redeployment plan as a solution to mitigate the challenges posed by the shortage and surplus of human resources. This suggests a lack of alignment or satisfaction among the respondents regarding the effectiveness of the redeployment plan in addressing the organization's HR needs.

According to the data presented in Table 4.8, which specifically addresses the implementation strategy utilized by Ethio Telecom in its HR planning process, the feedback provided by the participants indicates a medium/neutral response. The overall grand mean, calculated to be 2.89, is accompanied by a standard deviation of 1.16. The medium/neutral feedback suggests a lack of strong consensus either in agreement or disagreement among the respondents regarding the impact of these implementation plans.

However, during an interview with Mr. Ahmed, the Director of the HR department at Ethio Telecom, it was disclosed that the organization has effectively implemented its Human Resources plan. According to Mr. Ahmed, Ethio Telecom employs a variety of implementation techniques to successfully manage both shortages and surpluses of Human Resources within the organization.

To address shortages, Ethio Telecom has developed comprehensive training programs that specifically target identified skill gaps. These programs are designed to empower employees with the necessary competencies and bridge the skills shortage within the organization. By investing in training and development initiatives, Ethio Telecom ensures that its workforce remains equipped with the latest skills and knowledge required to fulfill their roles effectively.

In addition, Ethio Telecom utilizes strategies such as internal mobility and reskilling initiatives to mitigate surpluses of Human Resources. Internal mobility allows employees to explore different roles and departments within the organization, facilitating the redistribution of talent to areas where there is a higher demand. This approach not only maximizes employee potential but also ensures that the organization utilizes its resources efficiently by aligning skills with business needs.

#### 4.4.6 Evaluation of HR Plan

Table 4.9 Descriptive Statistics for Evaluation of HR Plan

No	Statement	Scale	Frequency	Percentage %	N	Mean	Std. Deviation
1.	Ethio telecom reviews and adjusts the action plan based on the evaluation findings to enhance its effectiveness in resolving organizational gap.	VL	25	16.7	150	2.62	1.151
		L	53	35.3			
		M	36	24.0			
		H	26	17.3			
		VH	10	6.7			
2.	Ethio telecom regularly reviews and track HR budget utilization to ensure alignment with HR planning objectives	VL	7	4.7	150	3.27	1.202
		L	43	28.7			
		M	32	21.3			
		H	39	26.0			
		VH	29	19.3			
3.	Ethio telecom ensures that reports on HR plan are accurate, comprehensive and aligned with established standard	VL	19	12.7	150	2.59	1.148
		L	73	48.7			
		M	21	14.0			
		H	25	16.7			
		VH	12	8.0			
Valid N (list wise)					150		
Grand Mean						2.83	1.167

Source own survey, 2023

According to the data presented in Table 4.9, particularly in relation to item number 1, participants were questioned regarding Ethio Telecom's practice of reviewing and adjusting the action plan based on evaluation findings in order to enhance its effectiveness in addressing organizational gaps. The findings indicate that the respondents provided a neutral/medium feedback, as evidenced by a mean value of 2.62 and a standard deviation of 1.151. These results suggest that the respondents did not express a significantly low or high level of agreement regarding Ethio Telecom's practice of reviewing and adjusting the action plan based on evaluation findings to enhance its effectiveness in resolving organizational gaps.

In relation to item number 2, participants were asked about the regular reviews and tracking of HR budget utilization at Ethio Telecom to ensure alignment with HR planning objectives. The results reveal that the respondents provided a neutral/medium feedback, as indicated by a mean

value of 3.27 and a standard deviation of 1.202. These findings suggest that the respondents did not express a significantly low or high level of agreement regarding the importance placed by Ethio Telecom on regularly reviewing and tracking HR budget utilization to align it with HR planning objectives.

Within the context of item number 3, participants were queried regarding Ethio Telecom's practice of ensuring the accuracy, comprehensiveness, and alignment of reports on the HR plan with an established standard. The majority of respondents, specifically 73 individuals (48.7%), expressed disagreement with this practice. The findings indicate that the respondents provided a response indicating a low level of agreement, as evidenced by a mean value of 2.59 and a standard deviation of 1.148. These results suggest that Ethio Telecom does not effectively ensure the accuracy, comprehensiveness, and alignment of HR plan reports according to the established standard.

Based on the data presented in Table 4.9, which focuses on the evaluation plan utilized by Ethio Telecom in its HR planning process, the feedback received from the participants indicates a medium/neutral response. The overall grand mean calculated for this feedback was found to be 2.83, with a corresponding standard deviation of 1.167. The medium/neutral feedback suggests a lack of strong consensus among the respondents, indicating that they neither strongly agree nor strongly disagree with the evaluation plan implemented by Ethio Telecom during the HR planning process.

This conclusion is substantiated by insights derived from an interview conducted with the Director of the Human Resources Department, which yielded the following summary: according to the HR director Ethio Telecom has a comprehensive evaluation process in place to ensure that the HR planning process is aligned with the organization's budget, targets, and standards. Ethio Telecom evaluates the entire HR planning process through clear objectives, performance indicators, and regular assessments. Throughout the HR planning process, Ethio Telecom conducts regular assessments and reviews to monitor progress and evaluate the effectiveness of the planning activities. This evaluation process helps identify any gaps, or areas of improvement in the HR planning process.

#### 4.4.7 Challenges that the organization face in the execution of HRP

Table 4.10 Descriptive Statistics of Challenges that the organization face in the execution of HRP

No	Statement	Scale	Frequency	Percentage (%)	N	Mean	Std. Deviation
1.	There is a lack of opportunities for employees to contribute their ideas and perspectives to HR planning initiatives at Ethio Telecom.	VL	6	4.0	150	3.87	.994
		L	15	10.0			
		M	4	2.7			
		H	93	62.0			
		VH	32	21.3			
2.	In HR planning the departments encounters obstacles in receiving timely and effective decision-making support from top managers	VL	12	8.0	150	3.55	1.103
		L	13	8.7			
		M	29	19.3			
		H	73	48.7			
		VH	23	15.3			
3.	There is a lack of clarity regarding the alignment of strategic objective with HR planning.	VL	7	4.7	150	3.65	.998
		L	12	8.0			
		M	32	21.3			
		H	75	50.0			
		VH	24	16.0			
4.	There is a lack of active participation and involvement from other departments in the HR planning process at Ethio Telecom	VL	11	7.3	150	3.63	1.071
		L	10	6.7			
		M	27	18.0			
		H	77	51.3			
		VH	25	16.7			
5.	Ethio telecom HR department Struggles with coordinating and aligning each HR planning efforts across different departments and teams within the organization	VL	11	7.3	150	3.43	1.212
		L	28	18.7			
		M	26	17.3			
		H	55	36.7			
		VH	30	20.0			
Valid N (listwise)					150		
Grand Mean						3.63	1.08

Source own survey, 2023

Based on the data presented in Table 4.10, specifically focusing on item number one, it was found that the majority of respondents, specifically 93 individuals (62.0%), agreed with the statement in question. This high level of agreement is evident from a mean value of 3.87 and a standard deviation of 0.994. The results indicate a notable absence of opportunities for employees to contribute their ideas and perspectives to HR planning initiatives at Ethio Telecom. This lack of employee input suggests a potential gap in fostering a participatory approach to HR planning, which could hinder the utilization of valuable insights and perspectives from employees across the organization.

Regarding item two, which pertains to HR planning, it was observed that the departments at Ethio Telecom encounter challenges in receiving timely and effective decision-making support from top managers. The majority of respondents, specifically 73 individuals (48.7%), agreed with this statement. The respondents expressed a high level of agreement, as indicated by a mean value of 3.55 and a standard deviation of 1.103. These findings suggest that the respondents concur with the notion that Ethio Telecom's departments face obstacles in receiving support from top managers during the decision-making processes related to HR planning. The results indicate a lack of support from top managers in providing timely and effective decision-making assistance to the departments.

In relation to item number 3, participants were questioned about the presence of a lack of clarity regarding the alignment of strategic objectives with HR planning. The majority of respondents, specifically 75 individuals (50.0%), agreed with this statement. The respondents expressed a high level of agreement, as indicated by a mean value of 3.65 and a standard deviation of 0.998. These results indicate that within the context of Ethio Telecom, there is a perceived misalignment between the company's objectives and the HR planning processes. The agreement among the respondents suggests a recognized discrepancy or lack of clarity regarding the extent to which strategic objectives are effectively integrated into HR planning initiatives within Ethio Telecom.

In relation to item number 4, participants were surveyed regarding the presence of a lack of active participation and involvement from other departments in the HR planning process at Ethio Telecom. The majority of respondents, specifically 77 individuals (51.0%), agreed with this statement. These findings provide clear evidence of the existence of a lack of active participation

and involvement from other departments in the HR planning process at Ethio Telecom. This high level of agreement is indicated by a mean value of 3.63 and a standard deviation of 1.071. Therefore, it can be concluded that there is a notable absence of active participation and involvement from other departments in the HR planning process at Ethio Telecom, as indicated by the respondents' agreement with this statement.

In reference to item number 5, participants were surveyed regarding the challenges faced by Ethio Telecom's HR department in coordinating and aligning HR planning efforts across various departments and teams within the organization. The majority of respondents, specifically 55 individuals (36.7%), agreed with this statement. The respondents' answers demonstrated a high level of agreement, with a mean value of 3.43 and a standard deviation of 1.212. These results indicate a perceived deficiency in coordination and alignment, whereby each HR planning effort across different departments and teams within Ethio Telecom is lacking. The agreement among the respondents suggests a consensus in recognizing the lack of effective coordination and alignment within the HR planning processes across the organization. This implies that there is room for improvement in fostering greater coordination and alignment in HR planning efforts across departments and teams within Ethio Telecom.

Based on a comprehensive analysis of the provided Table 4.10, featuring a grand mean of 3.63 and a standard deviation of 1.08, it can be deduced that Ethio Telecom confronts several challenges in the execution of its HR planning. Prominent among these challenges are the absence of clear communication channels between the HR department and other departments, limited active participation among different departments, and a deficiency in providing opportunities for employees to contribute their ideas and perspectives to HR planning initiatives. These identified challenges underscore critical areas where Ethio Telecom must concentrate its efforts to enhance the effectiveness and efficiency of its HR planning processes.

During the interview with the HR Director at Ethio Telecom, specific challenges in the implementation of the organization's human resource planning were revealed. As the director stated acknowledged that internal organizational factors have posed difficulties and obstacles throughout the process of developing and executing a successful HR plan.

One significant challenge highlighted was the lack of coordination between the HR department and other work units within Ethio Telecom. This lack of coordination has hindered the effective

implementation of HR strategies and initiatives. The HR department has struggled to align its efforts with the goals and priorities of other departments, resulting in a fragmented approach to HR planning and execution. This challenge underscores the importance of fostering better communication and collaboration between the HR department and other work units to ensure the successful implementation of HR initiatives.

However, it's worth noting that Ethio Telecom has taken steps to address this challenge and promote inclusive decision-making. Employees are provided with opportunities to participate and contribute their ideas in the planning process. This approach emphasizes the organization's commitment to involving employees in shaping HR strategies and initiatives. By encouraging employee participation, Ethio Telecom aims to harness the diverse perspectives and insights of its workforce, leading to more effective and inclusive HR planning.

Based on the interview with the HR Director at Ethio Telecom, specific challenges were identified in the implementation of the organization's human resource planning. The lack of coordination between the HR department and other work units emerged as a significant obstacle. This lack of coordination hindered the effective implementation of HR strategies and initiatives, as the HR department struggled to align its efforts with the goals and priorities of other departments. However, Ethio Telecom has taken steps to address this challenge by emphasizing inclusive decision-making. The organization actively involves employees in the planning process, allowing them to contribute their ideas and perspectives. This commitment to inclusive decision-making demonstrates Ethio Telecom's efforts to overcome the coordination challenges and improve the effectiveness of its HR planning and execution. By involving employees, the organization aims to harness their insights and enhance the alignment of HR strategies with the overall goals of the organization.



## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of the findings derived from Chapter Four, along with the subsequent conclusions drawn from the study's results. Moreover, recommendations for improvement stemming from the study are provided.

#### 5.1 Summary of Major Findings

Within this study, the researcher undertook an assessment of the practices and challenges pertaining to human resource planning within Ethio telecom. The data collection process involved gathering information from a select group of respondents, and the subsequent analysis of the collected data was conducted utilizing descriptive statistics.

- The study's analysis of the respondents' demographic characteristics reveals that out of the total distribution of 153 questionnaires, 150 were successfully completed. The findings indicate a notable gender imbalance, with male employees (76%) significantly outnumbering their female (24%) counterparts in line management positions within ethio-telecom. These results suggest that a considerable proportion of employees in the study area exhibit varied educational backgrounds, with a prominent emphasis on bachelor's degrees (53%) and, to a lesser extent, master's degrees (40%). Furthermore, the findings highlight that a majority of the respondents have been employed for more
- The descriptive statistics analysis of the alignment between HR planning and organizational business objectives revealed that a substantial majority of the respondents expressed a low level of agreement. The findings indicate that there is a significant lack of perceived alignment between Ethio Telecom's HR planning process and the overall business objectives of the organization. However, during the interview conducted with the HR director, it was stated that there is an active connection between HR planning and the organization's business plan.
- According to the respondents' perspective, a majority of them agree that Ethio Telecom's primary focus during the scanning of the key external environment revolves around labor market conditions, technology, and government policies and regulations. Furthermore, the

examination of the key internal environment scanning process at Ethio Telecom reveals that the company considers various factors including the internal organization structure, the availability and allocation of internal financial resources, and the internal new product capability and capacity. These findings are corroborated by insights obtained from an interview with the HR department director, indicating that ethio Telecom adopts a comprehensive approach to scanning both the internal and external environment.

- The findings from the assessment of HR supply forecast indicated a low level of agreement among the majority of respondents. However, insights obtained from an interview conducted with the HR department director at Ethio Telecom revealed that the organization effectively assesses supply forecast in its HR planning process. The HR director emphasized that this is achieved by considering multiple factors, such as employee skills, qualifications, performance, and potential for future roles within the organization.
- Based on the respondents' feedback, it can be inferred that there is a consensus of low agreement regarding HR demand forecasting at Ethio Telecom. However, the HR Director at Ethio Telecom argues that the organization employs an effective multifaceted strategy to evaluate human resource demand forecasting during the HR planning process.
- Based on the study's findings, which focus on Ethio Telecom's implementation strategy in its HR planning process, the feedback from participants suggests a medium/neutral response. However, an interview with the Director of the HR department revealed that Ethio Telecom has successfully implemented its Human Resources plan.
- The results of the evaluation plan utilized by Ethio Telecom in its HR planning process indicate a medium/neutral response based on participant feedback. However, according to the HR director, Ethio Telecom has implemented a comprehensive evaluation process to ensure alignment between HR planning and the organization's budget, targets, and standards. This evaluation process incorporates clear objectives, performance indicators, and regular assessments to evaluate the entire HR planning process effectively.
- The results of the evaluation plan utilized by Ethio Telecom in its HR planning process indicate a medium/neutral response based on participant feedback. However, according to the HR director, Ethio Telecom has implemented a comprehensive evaluation process to ensure alignment between HR planning and the organization's budget, targets, and

standards. This evaluation process incorporates clear objectives, performance indicators, and regular assessments to evaluate the entire HR planning process effectively.

- The analysis suggests that Ethio Telecom faces various challenges in the execution of its HR planning. Notably, these challenges include a lack of clear communication channels between the HR department and other departments, limited active participation from different departments, and a deficiency in providing opportunities for employees to contribute their ideas and perspectives to HR planning initiatives. Identifying these challenges highlights key areas where Ethio Telecom should focus its efforts to improve the effectiveness and efficiency of its HR planning processes.

## **5.2 Conclusions**

Human resources are one of the factors that give an organization a competitive advantage over its competitors. HRP, as part of HRM, plays a very important role in building long-term organizational capabilities by defining short-term and long-term goals and identifying relevant work activities that can help in predicting human resource requirements from both internal and external sources.

Based on the findings of the study, several conclusions can be drawn regarding the alignment and effectiveness of human resource planning at Ethio Telecom. Firstly, it is evident that the company's human resource planning is not adequately aligned with its strategic plan. While Ethio Telecom demonstrates proficiency in considering internal and external factors during the environmental scanning process, the study reveals a lack of attention to the importance of human resource planning in meeting current and future talent needs. The company's approach to predicting future human resource needs is not systematic, lacking comprehensive and statistically supported forecasting methods. Relying solely on subjective qualitative approaches undermines the accuracy and reliability of the forecasts.

Furthermore, the study indicates that Ethio Telecom exhibits moderate effectiveness in implementing its human resource plan, suggesting room for improvement in the execution of HR initiatives. The evaluation of HR plans is also found to be moderate, emphasizing the need for a more robust evaluation process. Several challenges are identified in the implementation of the human resource plan, including limited employee contribution to HR initiatives, inadequate

decision-making support from top managers, unclear alignment of strategy objectives with HR planning, limited participation from other departments, and difficulty coordinating and aligning HR planning efforts across different departments at Ethio Telecom. These challenges highlight areas where the company needs to focus its attention to enhance the effectiveness and efficiency of its human resource planning processes.

### **5.3 Recommendation**

Based on the obtained results and conclusions drawn, the following recommendations have been proposed to further improve the human resource planning practices of Ethio Telecom:

- The findings indicate a lack of alignment between the HR plan and the organization's business plan at ethio telecom. Therefore, it is recommended that ethio telecom prioritize the development of a comprehensive strategic HR plan that directly aligns with the objectives outlined in the business plan. This can be achieved through a meticulous review of both plans, identifying areas of misalignment, and making necessary adjustments to ensure that HR initiatives, such as talent management, workforce planning, and performance management, effectively support the strategic goals of the organization
- Based on the descriptive study findings indicating the lack of assessment in supply forecasting during the HR planning process in ethio telecom, it is advised that they prioritize developing and implementing a comprehensive supply forecasting system. This involves analyzing the internal talent pool, including skills, qualifications, and future workforce needs, to inform talent acquisition, development, and retention strategies.
- Based on the study findings that indicate a lack of assessment in demand forecasting during the HR planning process and a mismatch between demand and supply in ethio telecom, it is crucial for the company to prioritize improving its demand forecasting capabilities. This involves conducting a comprehensive analysis of talent demand factors, including future business objectives, growth projections, and market dynamics. Accurate forecasting will allow ethio telecom to align recruitment, training, and development strategies with anticipated demand.
- With a moderate response rate revealed by the study, ethio telecom should prioritize enhancing the execution and monitoring of HR initiatives in the implementation strategy of

the HR planning process. This can be accomplished through the adoption of a systematic and structured approach that incorporates clear timelines, defined responsibilities, and regular progress tracking.

- Based on the descriptive findings indicating a moderate response to the evaluation plan implemented in the HR planning process, ethio telecom should enhance its comprehensiveness and effectiveness. This can be achieved by clearly defining evaluation criteria and objectives aligned with the organization's strategic goals. Incorporating both quantitative and qualitative measures will provide a comprehensive assessment of HR initiatives. Regular and systematic evaluation intervals should be established for continuous monitoring and improvement.
- Considering the study findings that highlight challenges encountered during the implementation of HR planning, it is recommended that ethio telecom focuses on addressing these obstacles to ensure a more effective and successful implementation process. Ethio telecom should prioritize enhancing communication and collaboration among HR stakeholders and other departments to promote alignment and overcome potential silos. This can be achieved through regular meetings, clear communication channels, and cross-functional team collaboration. More over Ethio telecom should invest in training and development programs for HR professionals to enhance their skills and competencies in HR planning methodologies and techniques.

## REFERENCES:

- Adams, R. J., Wu, M. L., & Macaskill, G. (2007). The role of Rasch measurement in validating survey questionnaires. *Rasch measurement transactions*, 20(1), 1032-1033.
- Alemu, B. T., Gebremariam, G. M., & Birhanu, G. G. (2019). Human resources planning in Ethiopia: challenges and prospects. *Cogent Economics & Finance*, 7(1), 1587023.
- Ali, A., Daudi, A., & Mwangi, S. (2012). The impact of strategic human resource management on organizational performance. *International Journal of Business and Management*, 7(24), 63-76.
- Andersson, L. M., Davis-Blake, A., & Viswesvaran, C. (2002). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 40(3), 630-672.
- Anyim, F. C., Mba, O. H., & Ekwoaba, J. O. (2012). A Critical Study of the Relationship Between Strategic Human Resource Planning and Organizational Performance in the Nigeria's Telecommunications Industry. *Journal of Management and Strategy*, 3(4),
- Anyim, F. C., Mba, O. H., & Ekwoaba, J. O. (2012). A Critical Study of the Relationship Between Strategic Human Resource Planning and Organizational Performance in the Nigeria's Telecommunications Industry. *Journal of Management and Strategy*, 3(4),
- Armstrong, M. (2006). *A handbook of human resource management practice*. Kogan Page Publishers.
- Armstrong, M. (2011). *Armstrong's handbook of strategic human resource management*. Kogan Page Publishers.
- Armstrong, M. (2012). *Armstrong's handbook of human resource management practice* (12<sup>th</sup> ed.). Kogan Page. Walker, J. W. (1990). *Human resource strategy*. McGraw-Hill.

- Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice* (13th ed.). Kogan Page.
- Armstrong, M., & Taylor, S. (2014). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page Publishers.
- Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice* (13th ed.). Kogan Page.
- Armstrong, M., & Taylor, S. (2014). *Armstrong's Handbook of Strategic Human Resource Management* (6th ed.). Kogan Page.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120. Dessler, G. (2008). *Human Resource Management*. Prentice Hall.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- Baron, A., & Armstrong, M. (2007). *Human capital management: Achieving added value through people*. Kogan Page Publishers.
- Bechet, T. P., & Walker, J. W. (1993). *Strategic staffing: A comprehensive system for effective workforce planning*. AMACOM.
- Birhane, Y. (2011). An assessment of human resource planning, training and placement practices and problems of the Ministry of Defense in Ethiopia. *Ethiopian Journal of Business and Economics*, 5(2), 79-95.
- Blumberg, B., Cooper, D. R., & Schindler, P. S. (2008). *Business research methods*. McGraw-Hill Education..
- Bos-Nehles, A., Renkema, M., & Janssen, M. (2013). The HRM implementation process: The influence of actors and structures. *Personnel Review*, 42(2), 233-252.
- Bratton, J., & Gold, J. (2017). *Human resource management: Theory and practice* (6th ed.). Palgrave.
- Bulla, D. N., & Scott, P. M. (1994). Manpower requirements forecasting: a case study. *International Journal of Manpower*, 15(4/5/6), 62-72.

- Bulla, D. N., & Scott, P. M. (1994). Manpower requirements forecasting: a case study. *International Journal of Manpower*, 15(4/5/6), 62-72.
- Bulmash, J., Canavan, J., & Jones, G. R. (2010). The strategic HR planning process: Assessing the linkage between HR and strategic planning. *Human Resource Planning*, 33(2), 47-58.
- Carmines, E. G., & Zeller, R. A. (1979). Reliability and validity assessment. Sage publications.
- Huck, S. W. (2007). Reading statistics and research. Pearson.
- Hinton, P. R., McMurray, I., & Brownlow, C. (2004). SPSS explained. Routledge.
- Robinson, O. C. (2009). Reliability and validity in research. In S. G. Rogelberg (Ed.), *Encyclopedia of Industrial and Organizational Psychology* (Vol. 2, pp. 680-683). Sage publications.
- Whitley, B. E. (2002). Principles of research in behavioral science. Routledge.
- Cascio, W. F., & Aguinis, H. (2005). *Applied psychology in human resource management* (6th ed.). Pearson Prentice Hall.
- Cassio, J. (2018). *Human Resources Planning: Strategies for Effective Talent Acquisition and Management*. New York, NY: Routledge.
- Center for American Progress. (2018). The costs of turnover. Retrieved from <https://www.americanprogress.org/issues/economy/reports/2018/12/12/464899/costs-turnover/>
- Colley, S., & Price, A. (2010). Strategic human resource management and public sector performance. *International Journal of Productivity and Performance Management*, 59(7), 704-723.
- Cowling, A., & Walters, D. (1990). Strategic human resource management: A theoretical framework. *Management Decision*, 28(1), 8-15.
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage Publications.
- Curson, J. A., Stanworth, J., & Stanworth, C. (2010). Strategic human resource management in small and medium-sized enterprises: Evidence from the UK manufacturing industry. *International Small Business Journal*, 28(3), 213-237.



- Defillipii, R. J. (2002). Human resource management in the knowledge economy: New challenges, new roles, new capabilities. *Human Resource Management Review*, 12(2), 138-143.
- Deloitte. (2020). 2020 Deloitte global human capital trends. Retrieved from <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/central-europe/ce-hc-human-capital-trends-2020.pdf>
- Dessler, G. (2008). *Human Resource Management*. Prentice Hall.
- Dessler, G., Chhinzer, N., & Cole, N. (2020). *Human resource management: Theory, strategy, and practice*. Pearson.
- Fapohunda, T. M. (2012). Human resource planning in an unstable economy. *African Journal of Business Management*, 6(32), 9409-9416.
- Fentaw, A., Yitbarek, E., & Zeleke, S. (2019). Human resource management practices in Ethio Telecom. *International Journal of Economics, Commerce and Management*, 7(7), 33-42.
- Fombrun, C. J., Tichy, N. M., & Devanna, M. A. (1984). *Strategic Human Resource Management*. Wiley.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Fiedler, F. E. (1967). *A theory of leadership effectiveness*. McGraw-Hill.
- Fumbrun, C. J. (1982). Strategies for managing human resource diversity: From resistance to learning. *Academy of Management Review*, 7(3), 409-417.
- Greer, C. R. (2004). Strategic human resource planning: Matching the supply of people to job requirements in organizations. In *Handbook of human resource management in government* (pp. 147-168). CRC Press.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.
- Imison, M., Buchan, J., & Xavier, S. (2009). *Implementing workforce planning in health: Background paper*. World Health Organization.

- Institute for Corporate Productivity. (2020). The role of HR in strategic planning.  
Retrieved from <https://www.td.org/insights/the-role-of-hr-in-strategic-planning>
- Jacobson, S. (2010). The strategic role of human resource management in creating business excellence. *Total Quality Management & Business Excellence*, 21(7), 739-753.
- Kehoe, R. R., & Wright, P. M. (2013). The impact of high-performance human resource practices on employees' attitudes and behaviors. *Journal of Management*, 39(2), 366-391.
- Khumalo, N. (2019). Obstacles of Human Resources planning that affect workers in delivering quality services in South Africa. *Journal of Public Administration*, 45(3), 112-126.
- Kim, S. Y., & Kang, S. C. (2019). The role of human resource planning in the sustainable development of developing countries. *Sustainability*, 11(6), 1652.
- Lacerda, A. M. C. F., Spiegel, M. R., & Neto, J. F. (2013). Human resource planning in Brazilian companies: An exploratory study. *Gestão & Produção*, 20(2), 261-274.
- Lam, S. S., & Schaubroeck, J. (1998). Strategic human resource management: Linking people with the needs of the business. In *Research in Personnel and Human Resources Management* (Vol. 16, pp. 135-190). Emerald Group Publishing Limited.
- Lam, S. S., & Schaubroeck, J. (1998). Strategic human resource management: Linking people with the needs of the business. In *Research in Personnel and Human Resources Management* (Vol. 16, pp. 135-190). Emerald Group Publishing Limited.
- Machariya, P. (2016). Human Resource Management Practices in Non-Profit Organizations: A Case Study of an Indian Non-Profit. *International Journal of Research in Business Management*, 4(2), 27-34.
- Meehan, E., Wright, P., & Tomlinson, W. (2002). Human resource strategy: A process for managing the contribution of HRM to organizational performance. *International Journal of Manpower*, 23(3), 247-264.

- Milkovich, G. T., Newman, J. M., & Gerhart, B. (2016). *Compensation*. McGraw-Hill Education.
- Dessler, G. (2020). *Human Resource Management*. Pearson.
- Minika, M. (2012). Factors Affecting Human Resource Planning. *International Journal of Management, IT and Engineering*, 2(2), 327-335.
- Mishra, K., & Nankervis, A. R. (2020). *The Routledge Companion to International Human Resource Management*. Routledge.
- Mondy, R. W., & Noe, R. M. (2006). *Human resource management*. Pearson.
- Mondy, R. W., & Noe, R. M. (2006). *Human resource management*. Pearson.
- Nankervis, A. R., Compton, R. L., & Baird, M. (2002). The strategic role of human resource management in creating competitive advantage: A literature review. *Human Resource Management Review*, 12(3), 311-335. doi:10.1016/S1053-4822(02)00084-1
- Noe, R. A. (2012). *Employee training and development*. McGraw-Hill.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). *Human resource management: Gaining a competitive advantage* (11th ed.). McGraw-Hill Education.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). *Human resource management: Gaining a competitive advantage* (11th ed.). McGraw-Hill Education..
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). *Human resource management: Gaining a competitive advantage* (11th ed.). McGraw-Hill Education.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2020). *Human resource management: Gaining a competitive advantage*. McGraw-Hill Education.
- Omoankhanlen, A. E. (2013). Evolution of human resource management: Transitioning from manpower planning to strategic human resource management. *European Journal of Business and Management*, 5(6), 59-65.
- Omoankhanlen, A. E. (2013). Integration of strategic human resource planning and strategic planning process: A review of literature. *Journal of Business and Management*, 14(5), 57-64.

- Opoku-Mensah, Y. (2012). The effectiveness of Human Resource Planning and its impact on the Information Services Department in Accra, Ghana.
- Parker, D., & Caine, T. (1996). Hard models of human resource management: A reappraisal. *Journal of Management Studies*, 33(3), 325-351.
- Pilbeam, S., & Corbridge, M. (2010). *People resourcing and talent planning: HRM in practice*. Pearson Education.
- Reilly, P. (1996). Human resource planning: An introduction. In *Planning to meet the workforce needs of the 21st century* (pp. 1-24). IAP.
- Reilly, P. (1999). *Human resource planning: An introduction*. CIPD Publishing.
- Reilly, P. (2003). *Human resource planning: An introduction*. CIPD Publishing.
- Reilly, P. (2003). *Human resource planning: An introduction*. CIPD Publishing.
- Rothwell, W. J. (2017). *Effective Succession Planning: Ensuring Leadership Continuity and Building Talent from Within*. American Management Association.
- Santos, M. C., Zhang, X., Gonzalez, M. E., & Hyde, A. (2009). Human resource planning: An exploratory study of its components in manufacturing firms. *Journal of Applied Management and Entrepreneurship*, 14(3), 34-53.
- Schuler, R. S., & Jackson, S. E. (2007). Strategic human resource management: The evolution of the field. *Human Resource Management Review*, 17(2), 64-85.
- Schuler, R. S., & Tarique, I. (2017). *International Human Resource Management: A North American Perspective, Global Edition*. Routledge.
- SHRM. (2021). *Strategic Workforce Planning: Overview*. Retrieved from [insert link or publication details]
- Sinclair, A. J. (2004). The role of human resource planning in improving organizational performance. *SA Journal of Human Resource Management*, 2(2), 34-42.
- Society for Human Resource Management (SHRM). (2019). *HR's role in workforce planning and talent management*. Retrieved from <https://www.shrm.org/ResourcesAndTools/tools-and-samples/toolkits/pages/hrsinvolementinworkforceplanningandtalentmanagement.aspx>

- Stokker, J., & Hallam, C. (2009). Human resource planning. In R. Burke & C. Cooper (Eds.), *Reinventing HRM: Challenges and New Directions* (pp. 164-179). Routledge.
- Sullivan, J. (2002). Effective recruitment and selection practices. In *Effective management of benchmarking projects* (pp. 85-95). Springer.
- Ulrich, D. (1987). *Human resource champions: The next agenda for adding value and delivering results*. Harvard Business Press.
- Walker, J. W. (1980). *Human resource planning*. SAGE Publications.
- Wang, S., & Li, J. (2018). Human Resource Planning and Talent Management in China: A Review and Reflection. *Frontiers of Business Research in China*, 12(1), 1-24.
- Werner, J. M., Jackson, S. E., & Schuler, R. S. (2012). *Human Resource Management: Global Strategies for Managing a Diverse Workforce* (10th ed.). Boston, MA: Cengage Learning.
- Wilson, D. C. (1994). HRM and the resource-based view of the firm. *Human resource management journal*, 4(3), 59-75.
- Wilson, D. C. (1994). HRM and the resource-based view of the firm. *Human resource management journal*, 4(3), 59-75.
- Wright, P. M., Dunford, B. B., & Snell, S. A. (2003). Human resources and the resource-based view of the firm. *Journal of Management*, 29(6), 801-825.

**APPENDIX 1: RESEARCH QUESTIONNAIRE TO BE FILLED BY LINE MANAGERS**  
**ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES**

Dear respondents,

This questionnaire is designed to obtain information about the assessment of human resource planning practice and challenges at Ethio Telecom in Addis Ababa, Ethiopia. The information shall be used by the researcher to fulfill partial requirement for obtaining Masters of Business Administration (MBA). The study is entirely for academic purpose and the information will be kept confidential. Therefore, the researcher kindly requests you to provide to the best of your knowledge reliable, genuine, honest and prompt information, which will be a valuable input for the findings to meet the intended objective.

If you have any inquiry, please do not hesitate to contact me and I am available as per your convenience Tel 0933715687

**General Instruction: -**

- There is no need of writing your name
- In all cases where answer options are available please tick (✓)

Thank You, for your cooperation and timely response in advance.

**Part I Demographic Variables of the respondents**

(✓) mark on each the box provided.

1. Gender            Male             Female

2 Educational Level:

Diploma     1<sup>st</sup> Degree (BA/BSC)     2<sup>nd</sup> Degree (MA/MSc)     PhD

3 How long have you worked on managerial position?

Less than a year             1 to 2 years             2 to 3 years     3 to 5 years  
            Greater than 5 years

## Part II Opinion Survey on human resource planning

Please indicate your level of agreement based on the following rating scale

### Rating scale

Strongly Disagree (SD) =1, Disagree (D) =2, Neutral (N) =3, Agree (A) =4, strongly Agree (SA) =5

(√) mark on each the box provided.

No		Response rate				
		SD(1)	D(2)	N(3)	A(4)	SA(5)
<b>1.Alignment of HR Planning with Organizational business objectives</b>						
1	Ethio Telecom actively considers the organization's objectives when developing HR plans					
2	Ethio Telecom's HRM ensures that HR plans are closely aligned with the overall organizational strategy.					
3	The HR department actively collaborates with other department managers to align organizational objectives and workforce needs in the HR planning process.					
4	Ethio telecom's HR planning process includes regular evaluations and adjustments to ensure alignment with changing business objectives.					
5	The HR planning department actively identifies and addresses any gaps between HR capabilities and the strategic objectives of Ethio Telecom.					

No	<b>2.Scanning internal and external environment</b>	Response rate				
		SD(1)	D(2)	N(3)	A(4)	SA(5)
<b>Scanning internal environment</b>						
1	Ethio Telecom considers the organization structure as part of internal environment scan during the preparation of HR plan.					

2	Ethio Telecom takes into account the availability and allocation of Internal financial resource during scanning process.					
3	Ethio Telecom takes into account the level of internal new production capacity and capability during scanning process					

No	Scanning external environment	SD (1)	D(2)	N(3)	A(4)	SA(5)
1	Ethio telecom effectively considers the labor market conditions and trends when scanning external environment.					
2	Ethio telecom takes into account emerging technologies and their potential impact on organization during scanning the external environment.					
3	Ethio telecom actively assesses government policies and regulation as part of its external environmental scanning process.					

	3.HR Supply forecasting	SD (1)	D(2)	N(3)	A(4)	SA(5)
1	The supply forecasting step accurately predicts the availability and readiness of internal talent pools at ethio telecom.					
2	Ethio telecom effectively uses HR information system (HRIS) as a data base to manage their current skill information.					
3	Ethio telecom assesses its internal skill inventory to know the current number and position of employees for forecasting supply.					
4	Ethio telecom assesses the external labor market to understand the availability of job seekers for supply forecasting					



5	When the supply of employees increase and demand of employee decreases ethio telecom identifies the practice of reduction working hours, layoffs and retirement.					
No	<b>4.HR demand forecasting</b>	SD (1)	D(2)	N(3)	A(4)	SA(5)
1	Ethio telecom Demonstrates a clear understanding of the organization objectives when forecasting the demand for human resource in planning process					
2	Ethio telecom effectively integrates its demand forecasting process with the organization of business plan to estimate the future quality and the quantity of people required.					
3	Ethio Telecom effectively utilize top down HR demand forecasting technique to estimate the overall working force requirements.					
4	Ethio telecom effectively utilize bottom up HR demand forecasting techniques to estimate the overall HR requirements.					
5	Ethio telecom effectively considers the budget availability when forecasting the demand in human resource planning process.					
6	When demand of employee increases and supply of employees decrease ethio telecom identify the practice area of recruitment, selection, training and promotion					

	<b>5.Implementation of HR plan</b>	SD (1)	D(2)	N(3)	A(4)	SA(5)
--	------------------------------------	-----------	------	------	------	-------

1	Ethio telecom execute recruitment plan to address the shortage and surplus of Human resource.					
2	Ethio telecom deploy training and development opportunities to effectively address the shortage and surplus of human resource					
3	Ethio telecom prepare action plan that has resulted in reducing employee turnover and enhance employee retention rates.					
4	Ethio telecom implement redeployment plan to effectively address the shortage and surplus of human resources.					

No	<b>6.Evaluation of HR plan</b>	SD (1)	D(2)	N(3)	A(4)	SA(5)
1	Ethio telecom reviews and adjusts the action plan based on the evaluation findings to enhance its effectiveness in resolving organizational gap.					
2	Ethio telecom regularly reviews and track HR budget utilization to ensure alignment with HR planning objectives.					
3	Ethio telecom ensures that reports on HR plan are accurate, comprehensive and aligned with established standard.					
No	<b>7.Challenges that the organization face in the execution of HRP</b>	SD (1)	D(2)	N(3)	A(4)	SA(5)
1	There is a lack of opportunities for employees to contribute their ideas and perspectives to HR planning initiatives at Ethio Telecom.					
2	In HR planning the departments encounters obstacles in receiving timely and effective decision-making support from top managers					
3	There is a lack of clarity regarding the alignment of strategic objective					

	with HR planning.					
4	There is a lack of active participation and involvement from other departments in the HR planning process at Ethio Telecom.					
5	Ethio telecom HR department Struggles with coordinating and aligning each HR planning efforts across different departments and teams within the organization.					

## **APPENDIX 2: INTERVIEW QUESTIONS**

### **ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES**

Interview questions prepared to the Human Resource department director

1. Is there a link between human resource planning and organizational business plan of Ethio Telecom? If yes how?
2. During the process of scanning environment do you consider the key internal factor (Organization structure, financial resources and new production capacity and capability and also external factors (Labor market, emerging of new technology end government policy)?
3. Could you please provide an overview of Ethio Telecom's HR supply forecasting assessment, specifically addressing whether the process includes predicting the accuracy of the readiness of the internal talent pool?
4. Could you provide insight into the future strategy implementation by ethio telecom to conduct HR demand forecasting?
5. Could you please elaborate on the implementation techniques employed by Ethio Telecom to effectively address shortages and surpluses of Human Resources within the organization?
6. Could you please provide insights into how ethio telecom evaluate and mentors the entire its HR planning process to ensure alignment with the budget, targets and standard set by the organization?
8. Have you encountered any challenges in the execution of human resource planning within Ethio Telecom?