

**HUMAN RESOURCE PLANNING AND ITS EFFECT ON THE
PERFORMANCE OF AN ORGANIZATION IN CASE HAWASSA
TOWN CIVIL SERVICE OFFICE**

**RESEARCH PAPER SUBMITTED FOR THE PARTIAL FULFILMENT OF
THE REQUIREMENT FOR THE BACHELOR OF ART(B.A) DEGREE IN
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DECLARATION

I, the undersigned, declare that this thesis is my good work, prepared under the guidance of **Mr. Alemu Terede**. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Biruk Sisay

Signature _____

Date _____

ACRONYMY/ABBREVIATIONS

HRP -Human Resource Planning

HR - Human Resource

HRM - Human Resource Managment

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ABSTRACT

These days human resource planning is the base other human resource management process Studies was revolved around the issue of human resource planning and its' effect on the major problems related with human resource planning of the organization. Above all, the study was significant for other research in the form of literature review provide in planning human resource and effectiveness of human resource in the organizational performance. The study used descriptive type of research design. The study used primary and secondary data source in order to bring a good research in finding. The tools of data collection were questionnaire and interview. The researcher studied human resource planning and its effect on organizational performance in Hawassa town civil service office. . Data collected through questionnaire is presented with table and percentage further, data collected from interview was interpreted accordingly. Finally conclusion and recommendation have drawn the finding

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

In broad sense human resource planning is a long term activity which enables organization to cope with coming obligations to achieve its objectives. I can say that it is a technique to hire a right person for right job with right experience for accomplishment of organizations goals. Achieving organizational goals solely depends on the human resource planning (HRP), because human skills play an important role for goal achievement. For the achievement of goals it is necessary that goals must be achievable, measurable and there should be time frame for it. HRP in the organization make it easy to do all that HRP tells you that how much people with how much experience are required to do that job in specified period of time. Once the process is started there is need of regular follow up and review so that things go in right direction <http://www.Ukases.Com/essays/business>.

HRP can be make major contribution to developing the resourcing capability of the firm and therefore its strategic capability by systematically reviewing the firms strategic objectives and by ensuring that plans are made that will ensure that the Human resource (HR) are available to meet those objectives Thus HR is focusing on the acquisition and development of the human capital required by the organization.HRP is important to understanding the extent to which quantitative a assessments of the future demand for and supply of people may be feasible and use full and know the methods, that can be used to prepare such forecast HRP in the organization can be capable of preparing relevant and practical resourcing plans and strategies for retaining people, based up on an understanding of the internal and external environment of the organization and the implications of analyses of lab our turn over (link.springer.com/content/pdf/

Any organization may incur several intangible costs as a result of inadequate HRP or for that matter due to the lack of HRP. For instance, adequate HRP can cause vacancies to remain unfilled. The resulting in efficiency can be costly, particularly, when lead time is require to train

and replacement lack of HRP makes it difficult for employees to make effective plans for care personal development(Bohlander and George w, 2001).

It is clear that any failure in HRP will be a limiting factor in achieving the objectives of the organization. If the number of persons in an organization is less that the number of persons requires, then there will be descriptions in the work and production will be hampered and pace production will be slow and employees will be burned with more work (G.R,Rrishna, 2004).

1.2. Statement of the Problem

Any organization, irrespective of its size that mean large or small, may face problems in its human resource management particularly in HRP. HRP is the crucial step in over all Human Resource Management (HRM) process. There are complicated problems such as, work force availability and quality of concerns economic and technological changes, organizational restructuring and demographic and diversity when we evaluate the performance of the entirely resource for any organization. The work is strongly to improve and increase the productivity of the basic resource of the organization. Which the important resource play down the base for HRM process, there are problems in Hawassa town civil service office with regard to HRP. The problems may be includes employees and managers have less awareness about the importance of HRP, there are problem of putting inappropriate or not qualified / skilled personnel both of management and employees positions, poor or weak and not well organize data collection and file documentation and poor planning, monitoring and evaluation of man power resources . These problems that initiate the researcher to conduct this study on this topic

1.3. Research Questions

This study is concerned with finding answers to the following basic research questions.

1. What are the major problems of human resource planning that affect the performance of an organization in Hawassa town civil service office?
2. What measures have been taken to solve the problems of human resource planning in order to improve organizational performance of the office?
3. How human resource planning improve the service rendered by the organization?

1.4 .Objective of the Study

This study has both general and specific objectives

1.4.1. General Objective of the Study

The general objective of the study is to assess practices of human resource planning of Hawassa town civil service office.

1.4.2. Specific Objectives of the Study

- To identify the major problems of human resource planning that affects the performance of Hawassa town civil service office.
- To identify the measure those are taken by Hawassa town civil service office to solve the
- To investigate how HRP improves the service rendered by to the service users.

1.5 .Significance of the Study

This study was have a number of important contributions offer its completion. The significance of the study is the following

- It enables the researcher to find out the major problems of human resource planning policy the Hawassa town civil service office.
- It was give awareness for managers to improve human resource planning policy of the Hawassa town civil service office
- It was be used as are reference for to future research by other researcher of different organizations.

1.6 .Scope of the Study

- ❖ **Issue specification:** The scope of the study is limited to assessment of practice of Human resource planning. The researcher is mainly focus on HRP aspects of human resource functions.
- ❖ **Area specification;** The researcher was focus particularly in hawassa town which is found in Sidama Regional state. Other privet and government school will not include on the research, because of it needs high man power, finance, transportation cost and time.
- ❖ **Time specification;** The study is taking time from November to the time of last report preparing or final submission

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Human Resource Planning

Human Resource Planning (HRP) is one of the most important elements in a successful human resource management program. HRP is the process by which an organization ensures that it has the right number and kinds of people, at the right places, at the right time, capable of effectively and efficiently competing those tasks that will help the organization achieve its overall objectives. HRP then translates the organization objectives and plans in to number of workers needed to meet those objectives. Without clear cut planning, estimation of an organization's human resource need is reduced to mere guess work (David A. Decenzo, 2005)

2.2. Definitions of Human Resource Planning

Human resource planning is the process of animating and making provision for the movement of people in to within out of an organization. Its purpose is deploying these resources as effectively as possible where and when they are needed in order to accomplish the organizational goals. Other more specific purpose of HRP in clued, anticipating labor shortage and surpluses, providing more employment opportunities for women, the disabled and mapping out employee training program. In fact HRP provides a launching point for must all of the activities that are subsumed under human resource management (Both Handel and George, 2004).

Human resource planning is the predetermination of future courses of action chose from a number of alternatives coerces of action for procuring, developing, managing, motivating, compensating, career planning, accession planning and separating human element of enterprises. It determines a conscious choice of patterns of the humanization of work environment in organization (P.G Aquinas, 2006).

Human resource planning is the process by which organization goals and strategy to forecast to organization human resource need in terms of a forecasting, developing and keeping a qualified work force (William Chunk, 2005).

2.3. Need for Human Resource Planning

- The rationales of HRP stems from challenges posed by an over flowing realization that managerial success depends on the success of human resource management (HRM).
- Capabilities, skills performance, abilities and potentialities of each individual are evaluated in the human resource about in the human resource about a many occasions, replacement charts are kept so that potential executives are located for every position in the organization during the given future period.
- Forecasting and auditing provide back ground information about internal factors like current and expected skills and vacancies. The normal wastage of human resource due to turn over, death, superannuation needs to be planned.
- Thus man power planning must supported by human resource financing human resource auditing and human resource accounting.
- HRP must always be backed by proper evaluation and appraisal systems, periodical appraisal of performance both in qualitative and quantitative terms, throws light on actual performance as a result of planning. Planning will help in positioning employees of the desired time taking in to account the read time for the process of identifying shortages, getting the vacancy cleared and going through selection process it identifies and develops the personnel to move up and assume greater responsibility.
- Changes in the environment are continuously taking place HRP suggest training and developing programs so that personnel can adapt to these changes.
- HRP helps in reducing cost of production and keeps the wheels moving, by providing adequate personal utilizing the human resource present in the organization itself and effectively can trolling and utilizing term (P.G Aquinas, 2006).

2.4. Nature of Human Resource Planning

Manpower planning involves all activities with regard to human resources, which belong to heterogeneous species.

- Manpower planning includes determination of man power needs both in quantitative and qualitative forms. The determination of needs must be made in advance to permit

adequate time for education training and development. Manpower planning encompasses an inventory of present manpower in order to determine the status of the present supply of manpower so that labor force can be used to full capacity.

- To be effective manpower planning must stress not only on the people involved but also on working conditions and the relationship in which they work.
- Man power is an important asset of organization, which is affected by its social, cultural economical and psychological back ground. Therefore to man power must be planned and utilized care full (Ibid, 35).

2.5. Benefits of Human Resource Planning.

Human resource planning anticipates not only the required kind and number of employees but also determines the action plan you all the function of personnel management. The majors pay off of HRP may be listed.

- It checks the corporate plan of the organization. The corporate plan of organization regarding expansion and diversification. It offsets uncertainty and change without HRP, everything regarding require meant of availability of and internal moves of human resource (HR) would be in liquid state and all the managers will be in dilemma about securing.
- It provides scope for advancement and development of employees throng training development... etc.
- It helps anticipating the cost of salary, benefits and all cost an organization.
- It tries to foresee the need you redundancy and plan to check it or to provide for alternative employment in consolation with trade unions, other organization and government through remodeling organizational industrial and economic plan.
- It facilitates the control of all functions, operations contribution and cost of human resources (P. Subba. Rao, 2002).

2.6 .Human Resource Policy

Human resource planning is one of the critical job that organization does, it is advisable you an organization to do this more precisely policies you HRP. These policy determine the basic pram work you selection, recruitment, performance appraisal and compensation of employees (Aswata Hoppa. K, 2004).

2.7. Areas of Human Resource Planning

According to P. Rao, (2004), human resource planning consists of the following areas:

- Analyzing organizational level.
- Demand forecasting: - forecasting the overall human resource requirement in accordance with the organization plans, Supply forecasting obtaining the data and information about the resent human resource and for cost the future change.
- Estimating the net human resource requirement.
- In case of future surplus, plan for redevelopment, retrenchment and layoff.
- Plan for requirement development and internal mobility in future supply is more than or equal to not HR requirement
- Plant to modify the organizational plan if futures supply will be in adequate with reference with future net requirement

2.8. Problems in Human Resource Planning

Through HRP is beneficial to the organization employees and trade unions some problems crop in the process of HRP.

- **Resistance by employers and employees:-** many employees resist HRP as they think that it increases the cost of man power as trade union, demand for employees based on plan more facilities and benefit including training and development.

Uncertainties: - uncertainties are quite prominent in human resource practice due to absenteeism, seasonal employment and labor turnover etc. Further uncertain it is in industrial scene like technological change, marketing conditions also cause uncertainties in HRM.

- **Inadequacies of information system:-** Information system regarding HR has fully developed due to low status given to personal department and less importance attached

to HRP further, the reliable data and information, economy, other industries labor, trends in human resource etc are not available ([http://wiki, answers. come/Q](http://wiki.answers.com/Q)).

2.9. Process of Human Resource Planning

With the expansion of business adaption of complex technology and professional management techniques, the process of human resource planning has assumed great significance HRP consists of the following stages.

1. Analyzing organizational plans and deciding objectives.
2. Analyzing factor for man power requirement.
 - Demand forecasting forecasting the overall human resource requirements accordance with the organizational plan
 - Supply forecasting obtaining data and information about the present inventory of human resource and forecasting the future changes in present human resource inventory.
3. Developing employment plans.
4. Developing human resource plans

2.10. Elements of Effective Human Resource Planning Process

Managers follow systematic process when understanding HRP. The three key elements of process are:

2.11. Forecasting Demand for Employees

A key component of HRP is forecasting the number and type of people needed to meet organizational objective. A variety of organizational factor, including competitive strategy, technology structure and productivity can influence demand for labor. There are two approaches to human resource forecasting.

A. Quantitative Approaches: - it to forecasting involves the use of statistical techniques they are the approaches used by the mortician and professional planners. One example is trend analysis which forecast employment requirements on the basis of some organizational index and

one of most commonly issued approaches for projecting HR demand more sophisticated statistical planning method includes modeling or multirole predictive techniques.

B. Qualitative Approach;- in contrast of quantitative approach qualitative approaches to take forecasting also less statistically attempting to reconcile the interest abilities and aspirating of individual employees with the current and future small organization, HR planners may rely on experts who assist in preparing forecasting to anticipate staffing requirements managers forecast are the opinion or judgment of superior department manger, expert about organization future employment needs.

2.12. Forecasting Supply of Employees

Once an organization has forecast its future requirements for employees, it must determine if there are sufficient a number and type of available to staff anticipate openings.

- ✓ **Internal labor supply:** - it refers analysis may begin with the preparation of staffing table are graphic representation of all organizational job along with the numbers are employee currently occupying those jobs. Markova analysis show the percentage and actual number of employee who remain each job from one year to next skill investors is prepared that list each employee's education past work experience, vocational interest, specific abilities and skills, compensation history and job1
- ✓ **External labor supply:** - when organization lacks an internal supply of employee for promotions or when it is staffing easy levels positions manager consider the external supply of labor. Many factors influence labor supply including demographic changes in the population and for specific employee skill, population mobility and government policy national and regional unemployment lattes are often considered a general bolometer of labor supply.

2.13. Balancing Supply and Demand Considerations

Demand considerations are based on forecasted trends in business activity. Demand consideration involves determination of when and how candidates with the required qualification are to be found to fill vacancies. Because of that require advanced training (Lander and George W, 2003).

2.14 .Positive Effects of HRP on Organization Effectiveness

As man power planning is concerned with the optimum use of human resources, it can be of greater benefit to the organization in particular and to the nation in general. At national level, it would be concerned with factors like population, economic development educational facilities and labour mobility.

2.15. Advantages of HRP

2.15.1 Improvement of Labour Productivity

manpower or human resources as a factor of production differs from other factor of production. As it is subject to its free will the productivity of labour can be improved if the workers are kept satisfied. In other words, just as satisfied workers can be productive, dissatisfied workers can be destructive. Therefore through fair HRP we can improve the morale of the labour and improve labour productivity.

2.15.2. Recruitment of Qualified Human Resources

talented and skilled labour has become a scarce, resource especially in developing countries. Therefore the long run survival of the firm it is essential to recruit the best labour force through proper man power planning.

2.15.3. Reducing Labour Turn Over: - it refers to the mobility of labour test of the organization due to various factors such as dissatisfaction, retirement, death etc. Due to labour turn over a firm will losing experienced and skilled labour force. This lose can be minimized only through efficient man power planning.

2.15.4. Control over Recruitment and Training Cost: - highly skilled personal are in short supply and very costly to hire, train maintain the mobility of labour. Today it is difficult to maintain the qualified personnel in an organization as they will be moving them are job to another in search of better prospects. In a free society, human being enjoy unlimited mobility from one part to the country to t the other. Therefore in order to reduce the loss of experienced

and skilled labor every organization must have a sound system of man power planning (P.G Aquinas, 2006).

2.16. Guidelines for Making HRP Effective

Some of the steps that may be taken to improve the effectiveness of HRP are given below.

2.16.1. Objectives

The HRP must with over all objectives of the organization important aspects such as working condition, human relationships etc must be kept in mind whole developing a plan.

2.16.2. Top Management Support

The plan must meet the changing needs of the organization and should enjoy consistent support from top management. Before stating HRP process, the support and commitment of top management should be ensured more over the exercise should be carried out with limits of the budget.

2.16.3. Appropriate Time Horizon

The period of HRP should be appropriate to the needs and circumstance of the specific enterprises. The size and structure of the enterprise as well as the changing aspirations of the peoples should be taken in to consideration.

2.16.4. Man Power Inventory

the quantity and quality of human resource should stress in abidance manner: - the emphasis should be a filling future vacancies with the right people rather than merely matching existing people with existing jobs. The organization must have u to date employee skill investor shoaling previous job held tenure a current job educational training qualification, specific knowledge and skill prior work performance past and current compensation mobility factors.

2.16.5. Human Resource Information System

An adequate data base should be developed for human resources to facilitate HRP. To manage employee's skill inventories, organization should maintain conceptualized HR

information system, containing data an individual's demographics, career progression, appraisals skill, interest, training target position, performance ratings etc.

2.16.6. Adequate Organization and Coordination

human resource planning function should be properly organized. A separate man power planning division must be created, especially in large organizations to coordinate man power planning exercise of various levels.

2.17 .Empirical study

According to the Study conducted by Franklin (2011) of UK in Egypt a Case of Zaike Organization noted that Public Organization need to function at the highest-level of operational efficiency and performance effectiveness because they are using public and donors' funds. The findings also show that in nonprofits organization planning due to their exclusive reliance on public and donors' funds. Consequently, they can utilize planning to retain public credibility by being accountable to donating bodies who want to make sure that their money is best channel through nonprofit activities for some good reasons.

Another study by Handoussa (2008) An Increasing Importance of HRP a Case of Ministry of Social Solidarity using the sample of 800 employees declared that the number of Public Organizations in Italy is continuously increasing. However, there is a difficulty in estimating their accurate figure. The findings showed that the ministry of social solidarity has estimated the total number of nonprofits in Italy to be 21,500in 2007. These organizations are mainly concentrated in the north where urbanization and well developed social capital prevail. He indicated that 7,652 nonprofits operate in Lower Italy primarily in Cairns and Jecks and 7,502 operate in Upper Italy.

A study by Hassan (2010) on the Determinants of Successfully HRP, using the case of Public Health Hospitals Staff in Norway showed that among the determinants of HRP success is the relevance of services provided to social needs, which is a sole assessment of customers in this case the Patients, the study found out that the effectiveness of these organizations is based on well-known performance benchmarks (this represents the financial perspective of the balanced scorecard) and the application of strong governance mechanisms. Thus, effectiveness of Public

Organization should be evaluated using a multi-dimensional approach like the balanced scorecard. The study concluded that Human resource planning aims at fulfilling the objectives of manpower requirement. It helps to mobilize the recruited resources for the productive activities. The human resource planning is and is important process aiming to link business strategy and its operation. The studies all in the above conducted in abroad related with human resource planning and organizational performance, but no studies were conducted on problems of human resource planning in order to improve organizational performance of the office in the hawassa civil service office. Therefore the researcher intends to investigate human resource planning and its effects on the performance of an organization in case of hawassa town civil service.

CHAPTER THREE

3. RESEARCH METHODOLOGIES

3.1 sources of data

For the purpose of this study, data was collected from both primary and secondary sources. From primary sources it was collected using questionnaire and interview. From secondary source the data was collected from books and internet sources.

3.2 Research Design

Research design refers to plan which shows the strategy of an inquiry thought appropriate to the research (Kothari, 2004). The researcher was used descriptive way of research design. The descriptive design describes the phenomena as they exist and which are concerned with describing the characteristic of a particular individual or group.

3.3 Data Collection Tools

The primary source of data was be gathered by using questionnaire. To collect primary data both open and close end questions was designed and distributed to employees of Hawassa town civil service office. In addition to questionnaire, interview will be used for data collection structured interview will be taken place with the manager of the Hawassa town civil service office.

3.4 Sampling Techniques and Sample Size

There are total populations of 20 employees in Hawassa town civil service office so; the researcher was used census survey to taking all of them as part of the research. This is because the number of employees currently working in the organization is small. Therefore the researcher will be used census method of sampling technique

3.5. Method of Data Analysis

The data collected from primary sources was analyzed and interpreted by using descriptive statistical tools. The data obtained through close end questions was analyzed and summarized in table and percentage. And the open end questions and interviews was analyzed by using qualitative method of data analysis.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

This chapter deals with the analysis and interpretation of data. Categorized in to two major parts, part one analysis the characteristics of respondents and second part deals with the interpretation and presentation of data obtained from questionnaire. The method of data collection that was used both questionnaire and interview methods. A number of questionnaires were distributed to all employees of Hawassa town civil service on human resource planning and its effect on performance of an organization. So that, this study all respondents are willing to answer the questionnaire provided and each of the question are presented in the tabular form and analyzed as follows.

4.1. General Characteristics of the Respondents

Based on the responses obtained as shown item1 (in Table 1) the characteristics of the respondents were examined in terms of sex, marital status, educational background and service year. As shown in Table 1, 12 (60%) of the total respondents were male and the rest of 8 (40%) were female. This shows that representation of female in Hawassa town civil service office was very small when compared to male respondents. Item 2(in Table 1) reveals that 6 (30%) of total respondents were single or unmarried where as 14 (70%) of education background, 8 (40%) were diploma holders, 10 (50%) of total respondents were degree holders and 2 (10%) of respondents were BA degree holder. This shows that the total number belongs to first degree holder and diploma holder. So, that it is possible to say information that they provide would be dependable and logical idea concerned topic. As it is clearly indicated in Table 1 in item 3, the majority of 4(20%) of respondents live age between 20-30 years, 12 (60%) of respondent live between 30-40 years, 2 (10%) of respondents live between 41-50 years. Therefore, the majority of respondents live between 20-30 years. According to service year, 4(40%) served 1-4 years, 8(40%) served 4-6 years, and 4 (20%) of respondents served for 7-10 years. So, that it possible to assume that most of respondent have well experienced and they have better understanding about various issues and problems related to topic under study and any response would be helped the study to come up with reliable and concrete conclusion.

4.1.2. General Characteristics of the Respondents

table 1. 1 Characteristics of Respondent by Sex, Marital status, Educational background, Age and Service year.

Number	Items	Respondents		
		Number	Percent	
1	Sex			
		A. Male	12	60
		B. Female	8	40
		Total	20	100
2	Marital status	A. Single	6	30
		B. Married	14	70
		Total	20	100
3	Educational background	A. Diploma	8	40
		B. BA degree	10	50
		C. Above BA degree	2	10
		Total	20	100
4	Age	A. 20-30	4	20
		B. 31-40	14	60
		C.41-50	2	20
		D.>50	-	-
		Total	20	100
5	Service year	A. 1-4	8	40
		B. 4-6	8	440
		C.7-10	4	20
		Total	20	100
		D. >50	-	-
		Total	20	100%

Note: No. number of respondents, % percentage (other tables follows the same explanation)

Source: Survey Questionnaire (2019)

4.1.3. The Organization Human Resource Planning Program

table 1. 2 The Organization Human Resource Planning Program

No.	Item	Respondents	
		No	%
1	Does your organization have human resource planning program?		
	A. Yes	14	70
	B. No	6	30
	Total	20	100
2	Which type of human resource planning your office focus?		
	A. Current human resource requirement	4	20
	B. Future human resource requirement	4	20
	C. Both current and future human resource requirement	12	60
	Total	20	100
3.	A. More than other comparable town	4	20
	B. Equal to other comparable town	12	60
	C. Less than other comparable to	4	20
	Total	20	100

Source: Survey Questionnaire (2019)

As Table 2 depicts above, 14 (70%) of the total respondents responded “Yes” and the remaining 6 (30%) them responded “No”. From this, the researchers understand that Hawassa town civil service offices have its’ own human resource planning. Human resource planning of the organization help to determine current human resource and future human resource need in order to achieve organizational goal and objectives. As it is clearly stated in above table, the majority of respondents 12 (60%) confirmed that human resource planning is focused on both current and future human resource requirement and the least percentage of the respondents responded that 4 (20%) of human resource planning focus only on current human resource requirement and the remaining 4 (20%) of respondent responded human resource focus on only future human resource requirement. Therefore, it is possible to be deduced that Hawassa town civil service

office human resource planning focus on both current and future human resource program. As shown in table 2, 4 (20%) of respondents responded that human resource planning policy of the organization is more than other comparable town, 12(60%) of total respondents responded that human resource planning policy of the organization is equal to other comparable town and 4 (20%) respondents responded that human resource planning policy of the organization is less than other comparable town. So, the majority of respondents responded that human resource planning policy of organization is equal to other comparable town and it was possible to say HRP policy of Hawassa town civil service office is equal to other town.

4.1.4. Major Problems of Human Resource planning that happen in the Office

table 1. 3 Major Problems of Human Resource Planning

	Item	Respondents	
		No	%
1	What are the major problems of human resource planning that happen in the office?		
	A. The resistance of employees and employer to change	6	30
	B. Uncertainty in the office	2	10
	C. Inadequacy of information system in the office	4	2
	D. Shortage of budget lack of knowledge and finance	8	40
	Total	20	100
2	Did you mention the purpose that organization earns from Human Resource Planning?		
	A. To getting the most qualified and skilled personnel	10	50
	B. The organization to achieve its goals and objectives	6	30
	C. The office helps to satisfy individuals needs	2	10
	D. Office predicting the cost factor benefit	2	10
Total	20	100	

Source: Survey Questionnaire (2019)

As shown in table 3, 8 (40%) of the total respondents responded that they were shortage of budget, lack of knowledge and financial scarcity, 6 (30%) of the respondents revealed that the

resistance of employees and employers' change and the remaining 2(10%) and 4(20%) were replied that the present uncertainty and inadequacy of information system in the office respectively. According to table 3, item 2, above, the majority of respondent depicted that getting the most qualified and skilled personal, 6 (30%) of the respondent responded that the organization achieve its goals and objectives and the rest one responded that the office helps to satisfy individual needs and predicting the cost factor benefits.

4.1.5. The Measures that are taken by Employees and Manager to address HRP

table 1. 4 The Measures that taken by Employees and Manager to address HRP

No.	Item	Respondents	
		No	%
1	What are the measures that are taken by employees and manager to address the HRP problems?		
	A. HRP before any staffing process work according to capacity of organization	2	10
	B. To avoid working without HRP	8	40
	C. Proper utilization of budget	6	30
	D. To increase the ability of employees	4	20
	Total	20	100
2	Did the organization render source planning service of HRP?		
	A. To improve human resource planning	10	50
	B. To use small scale enterprise works	4	20
	C. To get high level of production and skilled HR	6	30
	Total	20	100

Source: Survey Questionnaire (2019)

In addition, item 2, table 4, respondents replied that abundant of them had measures to avoid working without human resource planning and the remaining 6 (30%) that shows proper

utilization of budget, 4 (20%) to increase the capacity of employees and 2(10%) HRP before any staffing process working. Item 2 in table 4 indicated that the total respondents responded that 10(50%), to improve HRP, 6(0%) of them to earn high level of production and skilled HR and the rest 4 (20%) to use small scale business performance.

Respondents View on a Major Problem of HRP

Major problems HRP in the Hawassa town civil service office according to respondents are the resistance of employees and employer to change, uncertainty in office, inadequacy of information system in office, shortage of budget, lack of knowledge, less understanding of management about human resource department and time management problems. In addition information gathered through interviews made with manager indicates that there was low quality of planning capacity about human resource and low attention is given to human resource by the organization.

Respondents view on the main benefit that the organization gets from the effective HRP. Most of respondents respond that the organization get from effective HRP the following merits: - such as to getting the most qualified personal and skilled personal, gaining high level of production addition the information gathered through interviews made with manager indicates that it is important to achieve organizational goal and objectives to satisfy individual needs and anticipate cost factor benefits and facilitate the control of all function and contribution. From this the researcher understands that the employees as well as manager determine the benefit of HRP generally not specifically with angle of the organization. Respondents responded that a lot of measures that organization takes to remove or solve HRP problems. From measures some of them are:-

- Planning HRP before any staffing process to work according to the capability of organization
- To avoid working without HRP
- Wise/proper utilization of budget
- To increase capacity of employees by giving different training program

In addition to the information collected through interviews made by manager indicated that increasing capacity of planning about human resource and giving awareness HRP for employees in order to achieve the goal of the organization.

Respondents view on HRP improves the service rendered by the service user. Most of respondents responded that HRP improve the service

Respondents respond that HRP improve the service giving mechanism to user if it is planed and implemented according to the capacity of organization in order to achieve objective of organization and to render service for users like small scale enterprise and worker in the town. Finally, the respondent suggests that human HRP of the organization is very significant to get high level of production and to get high level of skilled human resource. Indicates that in future HRP of the organization is increased by working effectively with HRP of the organization. So, in order to get high level of production and highly skilled man power organization must focus on this human resource department.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECCOMENDATION

This chapter deals with summary, conclusion and recommendations on the whole work. Conclusions are drawn on a condensed way from each section base on data obtained from the field work which would show the general picture of the field work and existing situation of the issues in the study. Similarly, the general recommendations are given on how to provide efficient and effective human resource planning and its effect on the performance of an organization in Hawassa town civil service office.

5.1 .Summary

This study had general and specific objectives. The general objectives of the study were to study the human resource planning and its effect on organizational performance that have been carried out in Hawassa town civil service. The study was also attempted to investigate those factors that have been adversely affected such performance. The specific objectives of the study were to identify how human resource planning needs were assessed by civil service office in Hawassa town; to identify the basis the town and human resource planning office use in selecting individuals setting objectives and developing the content for human resource planning and its effect on performance of an organization; to identify the method of human resource planning which were frequently used by the town; to examine how the evaluation of human resource planning and its effect of performance of organization. To identify the major problems that faced in office and give some recommendation to the civil service office in the town regarding the problems based on finding of the study. Besides the basic questions were prepared and used as corner stone to obtain pertinent information for the study.

In an attempt to answer basic research questions in these questions, descriptive method was used to serve the purpose. The study was conducted in Hawassa town civil service office. The source of information for this study primarily was office holders and supervisors who are working in civil service in Hawassa town.

This was complemented by the secondary source. Data necessary to this study were gathered using questionnaires developed based on the basic research questions, objective of the study and review of related literature. Interviews and focused group discussion were instruments used to gather data. The data gathered were analysed by descriptive statistics such as frequency, percentage and ranks.

5.2. Major finding

- ❖ Human resource planning of Hawassa town civil service office focus on both current and future human resource requirement.
- ❖ Human resource planning policy of Hawassa town civil service office is equal to other comparable town.
- The major problems of human resource planning in Hawassa town civil service office are shortage of budget, lack of knowledge, low quality of planning capacity, uncertainty in the office, resistance to change of employer and employees.

5.3. Conclusion

The objective of this research paper is to assess human resource planning and its effect on the performance of an organization in case of Hawassa town civil service office. Thus, based on the finding the researcher reached at the following conclusions:

- 14(70%) of the respondent responded that “Yes” that the Hawassa town civil service office have its own human resource planning .Therefore the researcher understands that Hawassa town civil service offices have its’ own human resource planning.
- 12(60%) of respondents responded that human resource planning of Hawassa town civil service focus on both current and future human resource requirement.
- So, it is possible concluded that human resource planning of Hawassa town civil service office focus on both current and future human resource planning requirement.
- 12(60%) of respondent responded that human resource planning policy of Hawassa town civil service office is equal to other comparable town.
- The respondent gave different answer for the same questionnaire on major problems of human resource planning in the organization; such as shortage of budget, lack of knowledge, less understanding of management about human resource department, low

quality of planning capacity, uncertainty in the office, resistance to change of employer and employees.

Additionally, some problems also happen in Hawassa town civil service office including:- inadequacy of information system in the office, time management and employees training problem.

5.4. Recommendations

Coming to last topic of this research paper, suitable recommendations and suggestions are given to increase the effectiveness of human resource planning in the organization by researcher.

- ✓ It is encourage able of all attempts should be made its own human resource planning program in the office.
- ✓ Hawassa town civil service office must have structured policy or plan concerning about HRP to increase the effectiveness of the organization in future.
- ✓ Hawassa town civil service office must give more emphasis for human resource department to plan about HR in the future.
- ✓ It is recommended that the government has to allocate or generate enough budgets to the organization to increase the effectiveness of HRP and it is advisable that the organization must use allocated budget wisely and properly according to schedule.
- ✓ If possible it is advisable, that the employees of the organization determine the benefit of HRP according to there is not with the circumstances of the other organization.
- ✓ It is advisable that training program should be under taken properly to give supplementary experience to employees.
- ✓ It is advisable that qualification, skill and experience of employees posses should be matched with his/her job.
- ✓ If a given employees possess high qualification and skill in one position, he/she may not have this same qualification/skill in other position.

Finally, it is advisable that Hawassa town civil service office must increase the effectiveness of the organization by giving more awareness about human resource department and planning about human resource, increasing the capacity of planning of human resource and using wisely the budget that allocated to the town as much as possible

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APPENDIXE.1

Questionnaires; Dear respondents, this questionnaire are reported by the student of Wolikte University, program of public administration and development management. The purpose of the questionnaire is to asses human resource planning and effects on the performance of an organization taking in the case of Hawassa town civil service office. I will like to assure that the information you make will be safeguard with strict confidentiality and it was used only for academic purpose.

Instruction:

1. No need of writing your name
2. Put “x” to all the answer that you chose in the box provided.
3. Attempt all question

Section I. Personal Information

1. Sex: Male Female
2. Age: 18-25 26- 31 41-5
>50
3. Academic qualification (level of education)
A .Diploma holder
B. BA Degree holder C. above BA
4. Years of service in the organization

A. Below two year C. 4-6 year B. 2-4 ye

Section II: Basic question

5. Was there any problems that affect the organization performance to achieve its goals?

- A. Related with government rules and regulation
 - B. Lack of support from any other organization
 - C. Lack of support from nongovernmental organization
 - D. If any, please specify
-

6. Did your office take any other ways to measure and assess human resource planning problem?

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

7. In your point of view in which type of human resource planning does the office focus?

- A. Current human resource requirement
- B. Future human resource requirement
- C. Both current and future human resource requirement

8. What is your perception toward the policy of human resource planning in the office?

- A. More than other comparable town
- B. Less than other comparable town
- C. Equal to other comparable town

9. What are the major problems of human resource planning in an organization that affect the performance of the organization?

- A. The resistance of employees and employer to change
- B. Uncertainty in office

C. Inadequacy of information system in office

D. Shortage of budget, lack of knowledge, less understanding of management about human resource department

E. If any other please mention _____

10. Do you mention the main benefits that organizations get from human resource planning?

A. To getting the most qualified and skilled personnel

B. The organization accomplish its goals and objectives

C. The office helps to satisfy individual needs

D. Office anticipating the cost factory benefits and facilitates the control of all functions, operation and contribution

E. I f any other, please mention _____

11. What are the measures that are taken by employees and employees and managers to address the human resource planning problems?

A. Human resource planning before any staffing process work according to capacity of organization

B. To avoid working without human resource planning

C. Proper utilization of budget

D. To increase the capacity of employees by giving different training program

E. If any other, please mention

12. In your opinion does the organization render or provides service of human resource planning?

A. To improve human resource planning

B. To use small scale enterprise workers

C. To get high level of production and skilled human resource

D. If any other, please mention _____

13. What is the solution to remove this problem?

A. making the organization to the followers given rules and principles

B. Managers encourage cooperation with employees

C. Strong relationship between managers and followers to achieve intended objectives

D. If any other please mention _____

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APPENDIXE .2

Interview Question For Manager; Dear respondent, this interviews are reported by the student of Hawassa town program of public administration and development management. The purpose of the interview was to assess human resource planning and its effects on the performance of the organization taking in the case of Hawassa town civil service office. I would like to assure that the information you make would be safeguarded with strict confidentiality and it would be used only for academic purpose.

1. What are the human resource planning practices that are designed to develop the effectiveness you of the organization?
2. In what way could determine the benefit of h human resource planning of organization?
3. In your opinion, what was the role of employees to develop the practice of human resource planning in your organization?
4. What are the problems that you face in the relation to human resource practice of the organization?
5. What measures should be taken for improvement human resource planning problem of your organization?