

UNIVERSITY OF EDUCATION, WINNEBA

**HUMAN RESOURCE PLANNING ON ORGANISATIONAL BEHAVIOUR: A
CASE OF GHANA EDUCATION SERVICE, GES, KUMASI METROPOLIS.**

ERIC KONADU ANSAH

7171790001

**A Project Report in the Department of Management Education, Faculty of
Business Education, Submitted to the School of Graduate Studies in partial
fulfillment of the requirements for the award degree of Master of Business
Administration (Human Resource and Organisation Behaviour) in the
University of Education, Winneba**

JULY, 2019

DECLARATION

STUDENT'S DECLARATION

I, **ERIC KONADU ANSAH**, declare that this Dissertation, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE:.....

DATE:.....

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of dissertation as laid down by the University of Education, Winneba.

SUPERVISOR'S NAME: KINGSLEY AGYAPONG

SIGNATURE :.....

DATE:.....

DEDICATION

To Beatrice Vivian Mensah, my beloved mother. For her endless love, struggles, sacrifices and prayers. You will always be the reason.



ACKNOWLEDGEMENT

I would like to express my deep and sincere gratitude to my supervisor, Mr. Kingsley Agyapong for providing an invaluable guidance throughout this thesis. I am extending my heartfelt thanks to all the lectures who had the time and patience to impart the knowledge this programme entails.

My heartfelt appreciation goes out to my mother, Beatrice Vivian Mensah and the entire family, Alexander Akwasi Ansah, Dorcas Adobea Ansah for that unflinching support and encouragement.

I am extremely grateful to all my friends and colleagues. Abigail Bema Akomea, Michael Akwasi Appiah, Millicent Adwoa Annor, Stephanie Afia Osei, Abena Anokyewaa Appau, Ophelia Akosua Osei, this is our success. I am thankful to you all for the important part you played in this journey. I cherish your genuine supports. To Constance Abena Oppong Asante (R.I.P), I will always cherish you for those nuggets of ideas that encouraged me to start this programme.

Finally, to all the people who have supported me so far, directly and indirectly, I will forever cherish you.

TABLE OF CONTENTS

CONTENT	PAGE
TITLE PAGE	
DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	ix
ABSTRACT	x
CHAPTER ONE: INTRODUCTION	1
1.1 Background to the Study	1
1.2 Statement of the Problem	4
1.3 Purpose of the Study	5
1.4. Objectives of the Study	5
1.5 Research Questions	5
1.6 Significance of the Study	6
1.7 Scope of the Study	6
1.8 Organisation of the Study	6
CHAPTER TWO: LITERATURE REVIEW	8
2.0 Introduction	8
2.1 Concept of Human Resource Planning	8
2.2 The Concept of Human Resource Planning	9
2.3 Nature and Characteristics of Human Resource Planning	10
2.4 Pre - requisites for Human Resource Planning	11
2.5 Levels of Human Resource Planning	12

2.6 The Process of Human Resource Planning	13
2.6.1 Formulation or Classification of Strategic Objectives	13
2.6.2 Environmental Analysis and Interpretation	14
2.6.3 Human Resource Audit	14
2.6.4 Human Resource Forecast	14
2.6.5 Action Planning on Reconciling Human Resource Demand and Supply	16
2.6.6 Evaluation of Human Resource Planning	16
2.7 Stages of Human Resource Planning	17
2.7.1 Job Analysis	18
2.7.2 Skills Inventory	18
2.7.3 Forecasting	19
2.8 Factors that Influence Teacher Requirements	20
2.9 Recruitment and Selection	20
2.9.1 Sources of Recruitment	21
2.9.2 Recruitment through Promotion-from-within	21
2.10 Methods of Recruitment	22
2.11 Challenges in Staff Recruitment	23
2.12.1 Selection	23
2.13 The Contribution of Human Resource Planning In Strategy Implementation	25
2.14 Strategies to Improve Human Resource Planning	28
2.15 Staff Development	30
2.16 Factors that Influence Training and Development	31
2.16.1 Forms of Training and Staff Development	32
2.17 Promotion and Appointment	34
2.18 Motivation and Job Satisfaction	34

2.19 Retirement and Retention	36
2.20 Inhibitions to Manpower Planning	37
2.21 Importance of Human Resource Planning	38
2.22 Empirical Literature Review	45
2.22.1 Contribution of Human Resource Planning on Organizational Performance	45
2.23 Strengthening Human Resource Management Practice and Performance	47
2.24 Challenges of Human Resource Planning	50
2.25 Conceptual Framework	52
CHAPTER THREE: METHODOLOGY	54
3.0 Introduction	54
3.1 Research Design	54
3.1.1 Quantitative research design	55
3.2 Population	55
3.3 Sample Size and Sampling Method	55
3.4 Research Instrument Used	56
3.5 Pilot Test	57
3.7 Data Collection Procedure	57
3.8 Data analysis	57
3.9 Ethical Considerations	58
CHAPTER FOUR: RESULTS AND DISCUSSIONS	60
4.0 Introduction	60
4.1 Demographic of Respondents	60
4.2 Presentation of Research Objectives	62
4.2.1 The Relationship Between Human Resource Planning And Organizational Performance at GES.	62

4.2.2 Strategies to improve human resource planning at the GES	66
4.2.3 The Challenges of Human Resource Planning	70
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	76
5.0 Introduction	76
5.1 Summary of the Study	76
5.2 Major Findings of the Study	76
5.3 Conclusions	78
5.4 Recommendations	79
5.5 Suggestions for Further Research	79
REFERENCES	80
APPENDIX A: QUESTIONNAIRE	88



LIST OF TABLES

TABLE	PAGE
Table 1: Demographic Information of the Respondents	60
Table 2: The relationship between human resource planning and organizational performance at GES	63
Table 3: The Correlations between HRP and Organisation Performance	65
Table 4: Strategies to Improve Human Resource Planning at the GES	67
Table 5: The Challenges of Human Resource Planning	70



ABSTRACT

The purpose of the study was to assess human resource planning on organisational behaviour and performance, using the Ghana Education Service as case study. The researcher used descriptive research design for the study. The objectives of the study were to establish the relationship between human resource planning and organisational performance, to identify the strategies use to improve human resource planning and to assess the challenges faced by an organisation in human resource planning. Quantitative research approach was used. The population for the study consists of all the human resource directors and staff of G.E.S Ashanti Region. The main instrument used to gather primary data was questionnaire. The computer statistical package for social scientists (SPSS version 20) was used to analyses data. The study indicates that human resource planning helps in assessing and recruiting skilled human resource. It again revealed that HRP helps in creating g and sustaining organizational performance and competitive advantage. The study, again, revealed that there is a positive significant relationship between human resource plan and organisational performance. It was also concluded that evaluation of human resource planning has a relationship with fulfilling the objectives of manpower requirement. The study recommended that the planning Unit for Human Resources of GES should also involve the employees in the plans they make so that they feel part of the GES and also this would prepare them in case of any change.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In a study conducted by Hernes, (2011), education has influenced and will continue to influence and reflect the values of modern societies of which Ghana is no exception. The demand for high quality education has been on the increase in recent times. Studies into human resource administration in education have been reported. The intentions of these researches have been to throw more light on the value of teacher development and motivation and the need for school administrators to adopt relevant human resource management practices that will address the spiral of teacher challenges and quality learning (Duret, 2011; Mankoe, 2017; Rebore, 2017). All of these studies traced student achievement and quality learning to the ‘compulsory relationship’ involving excellent pedagogical knowledge and practices, teacher competence and motivation and retention.

Human resource planning is a process of ensuring that human resource requirements of an organization are defined and plans are made for satisfying those requirements (Scott, 2014). Many organizations both public and private have developed modes of human resource planning; organizations rely on the identification of staffing levels and competences needed in the future as well as an analysis of the present work force (Armstrong, 2014). Strategic planning is important for public organization to assess the degree to which their mission has been achieved and take necessary actions to achieve it (Franklin, 2011). Crittenden, Stone, and Robertson (2014) argued that nonprofits could achieve greater benefits by applying Planning, which outweigh the costs involved in the implementation process. He suggested that nonprofits need to be aware

of these potential benefits and how they will improve their performance as ultimately measured by mission achievement.

Organizations that do not plan for the future have less opportunity to survive the competition ahead (Bramham, 2010). Human resources are considered as most valuable yet the most volatile and potentially unpredictable resource, which an organization utilizes. If an organization fails to place and direct human resources of a business at the right time and at the right costs (Smith, 2011). Serious inefficiencies are likely to arise creating considerable operational difficulties and likely business failure. By maintaining control over the quantitative and qualitative flows and stocks of man power the organization should function smoothly by having the right labour in his right place at the right time and cost. This requires the coordination of what is called supply forecasting together with the monitoring and assessing of productivity and technological changes (Armstrong, 2010; Timperley and Session, 2009).

Hence, it is both a quantifiable and qualitative dimension in the successful planning. Manpower planning as a result, saddles institutions with the task of examining and determining whether existing organisational structures and human resource management is effective and efficient, and how it could be enhanced. It involves planning to assess and decide the future objectives to pursue in all departments throughout the institution. This process by large, will include job analysis, grading, and subsequent specification; staff requirements, recruitment, retention, utilization, career development and disengagement.

HRP in schools and or educational units involves identifying and assessing and developing a strategic plan over a period of time. This entails preparing inventories, forecasting enrolment projections and evaluating the overall objectives within the

context of the school's changing needs. The stages of manpower planning examine and identify the human resource requirement of the organisation to ensure that it has the right number of employees with the appropriate skills to meet its goals. Human resource planning as a continuous process involves the preparation of an inventory of the institution's present human resources and assessing the extent to which they are optimally engaged. Secondly, developing strategic plans over a given period such as five years and ten years. Thirdly, anticipating manpower issues by projecting present resources into the future and reviewing the changing needs of the school or unit with regards to the overall objectives and forecasting manpower requirements (Appleby, 2014; Cole, 2012; Mankoe, 2017).

The educational sector in Ghana and throughout the world often experience strong development demand for teachers in order to satisfy their needs for expansion, qualitative improvement and replacement. Forojalla (2013) suggested four main categories of staff important in educational manpower planning. They included, existing staff, returnees to teaching, new recruits, and potential staff and three categories of potential leavers-outflow of teachers due to retirements, death and resignation; each demanding a different approach and requiring a different decision to be made.

Human resources planning being one of the growing areas of academic study, various organizations regard their human resource as their core competency because it would lead to wards its better performance. Human resource planning normally gives reflection to the performance of a particular Institution all of which depends on its efficiency. Inefficient and ineffective human resource planning both have become a major problem in educational institutions. Therefore, this study would assess human

resource planning on organisational behaviour and performance, using the Ghana Education Service as case study.

1.2 Statement of the Problem

The need to educate the future leaders today emphasizes the need for human resource planning. The human constitute the dynamic resource in the life of every organisation. This means that that the success and failure of any organisation including educational institutions like the Ghana Education Service (GES) are dependent to a large extent on the quality of it human resource. The task of evaluating, planning, forecasting, implementing and monitoring teachers effectively is a complex task of school administrators.

Different Organizations are faced with challenges of employing good employees in order to gain a competitive edge over their competitors in the same organization. Most organizations end up employing unskilled, inefficient employees who cannot perform to the required standards this is because organizations themselves give very little time to human resource planning because of lack of resources and skills, the time and effort required and the absence of relevant data to do so. It should also be noted that the worst of any organization is to put wrong people in the right positions at the right time (Rothwell, 2015).

However, it must be recognized that although the notion of human resource planning is well established in human resource management it does not seem to be established as a key human resource activity (Rothwell, 2015). Human resource planning is a very vital component in an organization, so in order to have effective human resources; an organization has to carry out human resource planning (Hamel, 2010). therefore, this

study sought to find out the effect of human resource planning on organisational behaviour and performance, using Ghana Education service as case study.

1.3 Purpose of the Study

The main purpose of the study was to assess human resource planning on organisational behaviour and performance, using the Ghana Education Service as case study.

1.4. Objectives of the Study

With a view of carrying out a meaningful study the research is to be guided by the following specific objectives.

1. To establish the relationship between human resource planning and organizational performance at GES.
2. To identify the strategies used to improve human resource planning at the GES.
3. To assess the challenges faced by an organisation in human resource planning.

1.5 Research Questions

In order to achieve the above objectives, the following questions would guide the study.

1. What is the relationship between human resource planning and organizational performance at GES?
2. What are the strategies used to improve human resource planning at the GES?
3. What are the challenges faced by an organisation in human resource planning?

1.6 Significance of the Study

The study is expected to come out with recommendations that will improve HRP practices in the GES. It will unveil the nature and extent of some practices underway. It also serves as informed evidenced or achievements reflecting the determination and efforts by the school's attempt in adopting an efficient approach to manpower planning. It is hoped that this study will stimulate further studies and encourage those who want to take research in HRP forward with a stronger base and to a higher ground.

1.7 Scope of the Study

The main purpose of the study is to assess human resource planning on organisational behaviour and performance, using the Ghana Education Service as case study. Therefore, the study is geographically delimited in scope to GES Kumasi Metropolis. The study is conceptually delimited to assessing the human resource planning in organisations.

1.8 Organisation of the Study

This study is organised into five main chapters. Chapter one presents the background to the study, statement of the problems and objectives of the study. It also outlines the research questions and the significance of the study. The second chapter reviews the relevant literature on theories, concepts and issues of the study. It also presents the summary of the theoretical underpinnings, and empirical validation in a conceptual map.

Chapter Three outlines the methodology of the study. Methodological issues considered here include approaches to the research, the research design, study population, sampling procedures, data collection and processing. Other considerations

are statistical procedures and data analysis. Chapter four presents results or findings of the study. This section features an in-depth discussion of findings and their implications. The fifth and final Chapter is devoted to summary, conclusion and recommendations based on the findings of the study. suggested areas for further research are also included.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed thorough literature to cover, the concept of human resource planning, nature and characteristics of human resource planning, pre - requisites for human resource planning, levels of human resource planning, the process of human resource planning empirical literature review, contribution of human resource planning on organizational performance, strengthening human resource management practice and performance, and challenges of human resource planning.

2.1 Concept of Human Resource Planning

United Kingdom's Department of Employment (cited in Cole, 2012) defined human resource planning as "a strategy for the acquisition, utilization, improvement and retention of an enterprise's human resources". Cole (2012) also describes HRP any rational and planned approach for ensuring, recruitment of sufficient and suitable staff, retention in the organisation, the improvement of staff performance and disengagement of staff, as necessary.

Mankoe (2017) in addition, defined HRP as the "process by which an organisation forecast, develops and control the kind and number of people at the right place and time doing the work for which they are economically useful. HRP links teachers and management to the school's mission, vision, goals and objectives, as well as its strategic plan and budgetary resources".

To put it simply, HRP is the means by which schools acquire, utilize, improve and retain its human resource. The demand and drive for manpower planning in schools has been as a result of the changes in the nature and composition of employees, shifts in the

teaching practices and methodologies; and technological advancements and innovation (Appleby, 2014).

2.2 The Concept of Human Resource Planning

Whereas Bulla and Scott (2009) defined human resource planning as the process of ensuring that Human resource requirements of an organization are identified and plans made for satisfying their requirements, in the same line Walker, (2010), suggested that human resource planning is the process of identifying and responding to the issue of workers and charting new policies, systems and programs that will ensure effective human resource management under changing conditions. However, Mullins (2013) defines human resource planning as the process of planning for the work force needs of an organization to ensure that the personnel needs are constantly met and this is achieved through demand and supply analysis.

Where demand analysis involves analyzing internal factors such as the current and expected skills, requirements vacancies, departmental expansions and reductions. Every manager must make an estimate of the people he requires over a period of time to match the plan of the organization with needs of workers (Branham. 2010). According to Randal (2010), human resource planning is the process that consists of developing and implementing plans and programs to ensure that the right number and type of individuals are available at the right time and place to fulfill organizational needs. Further still, Invancenrich, (2009) suggested that human resource planning is a process based upon the determination of an organization's human resource supply and demand. However, Cole (2012) says that human resource planning is critical to the success of an Organization's strategy and planning is tied to the nature of organizations. As organizations change and become more flexible and adaptable, the human resource

horizon becomes shorter. He further stated human resource planning is a base upon which effective human resource management is constructed. More especially human resource planning is the forecasting of human resource needs for the organization and planning steps necessary to meet these needs.

According to Essemu, (2008), human resource planning is the biggest task of the personal manager, it is the process by which an organization ensures that it has the right number and the right kind of people in the right place at the right time capable of effectively and efficiently accomplishing the task that will assist the organization to achieve its overall objective.

2.3 Nature and Characteristics of Human Resource Planning

Human resource planning involves making an inventory of current human resources in order to determine the human resource status for example the current size and kind of the human resources as well as work scope, the inventory involves examining the available employees skills and number of employees, the experience and age structure span of control (Randall, 2009). Human resource planning also looks at broader issues relating to the ways in which people are employed and developed in order to improve organizational effectiveness (Armstrong, 2013). He further suggested that the basic purpose of human resource planning is to determine the right number of people required to do organizational activities and achieve organizational goals.

According to Vertter (2009), it's a continuous process because the demand and supply of human resources is subject to environmental changes; therefore, it results in the development of programs of the acquisition and utilization, recruitment, performance appraisal training and selection.

2.4 Pre - requisites for Human Resource Planning

Coulter et al. (2010) suggested that human resource planning requires job analysis and this refers to the systematic collection and recording of information concerning the purpose of a job, its major duties and the condition under which its performed, the contact with others that the job requires and knowledge, skills and abilities needed to perform the job effectively. A planner for human resource should determine the level of skills required before the forecast is made there is need to concentrate on critical skills of particular jobs for instance focus on those departments whose shortage is most likely to affect the organizational programs and those where labor has been raising sharply (Walker, 2010). Enrich (2012) contended that in order to make a contribution to the efficiency of the organization top management must ensure that it is fully integrated with other parts of the organization as a long term strategy therefore; it's a function of every manager in the organization. It is necessary to have someone responsible to coordinate human resource planning over the whole organization.

Furthermore, Garry (2012), suggested that in a well-established organization you may find functional role in determining the future of human resources needs for example the finance department, production/operation sales and marketing, administration and human resource. According to Butter, (2012), it is important to note that the quality of human resource planning depends on personal records. Planning needs accurate, relevant and timely data in decision making, managers have realized the great importance of records due to the increasing size and complexity of one organization example of records include gender ratios, skills required place of birth, formal education, details about individual employees age and individual career objectives.

Additionally, human resource database is needed as it provides the nature of trends in the labor force like death, turn over, occupational changes and change in salaries and

wages. But setting up, updating and maintaining a human resource records are difficult (Torrington and Hall, 2012). They further suggested that in other words planning will be based on inaccurate and misleading information therefore this kind of information should be readily available to the human resource-planning advisor. In conclusion, therefore, the aforementioned conditions must be satisfied for an organization to be able to have an accurate prediction of the future of its human resource needs, before human resource planning is carried but the organization needs to define its objectives and overall objectives are established by the overall corporate plan from which the human resource plan is derived.

2.5 Levels of Human Resource Planning

Planning for human resources can take place at three different levels i.e. national level or macro level of human resource planning, industry level or intermediate level of human resource planning and firm level or micro level of human resource planning (Cole, 2012). Macro level of human resource planning: Here managers are concerned with the demand and supply of human resources at the national level. The focus at this level is on factors like population growth rate and composition, geographical mobility of labor among others. The overall aim means level of planning is to ensure that the future availability of human resources is in line with a country's development.

Therefore policy makers must do human resource planning in order to ensure that the country has the right number and quality human resources to meet the goals of national development (Butter, 2012). Intermediate level of human resource planning: At this level human resource planning is concerned with balancing human resource demands and supply within an industry. The managers in the particular industry cooperate in

order to ensure that they have the required human resources in the industry they are operating (Stonner, 2013).

Micro level of human resource planning: The emphasis is on balancing the demand and supply of human resources at the company levels. The organization of human resource planning can be at different levels for example plant, division and corporate levels. This is the responsibility of any particular company (Armstrong, 2009).

2.6 The Process of Human Resource Planning

Human resource planning as a process involves several interrelated activities. These activities include the following, specification of organization's strategic objectives, environmental scanning, human resource audit, or current assessment of the work force, human resource forecasting, action planning, control and evaluation of human resource planning (Balunywa, 2013).

2.6.1 Formulation or Classification of Strategic Objectives

Before Human resource planning can be done, the organization needs to define its objectives. This is because changes in future direction of the organization may involve substantial shifts in the types of employees required and the work to be performed, The choices available to an organization in this respect are constrained by the quality and quantity of its current human resources or that available in the external labor market.

The current extent, nature and potential of an organization's human resources are thereby determinants of the organization's adaptive ability. The role of this analysis is to define the capitalization required to implement the organization's strategy in pursuit of sustainable success (Bramham, 2010).

2.6.2 Environmental Analysis and Interpretation

The art of planning is the knowledge gained from scanning external environment for changes it involves the systematic identification and analysis of key trends and forces in the external environment having a potential impact on the management of the human resources. Changes taking place in the technological, economic, sociocultural, legal or regulatory education and labor market environments are monitored for their impact on human resource strategies and programs. Environmental analysis affects human resource planning because every organization must draw from the same labor market that supplies all other employers (Walker, 2010).

2.6.3 Human Resource Audit

This is the review of current human resource status- The human resource inventory must be prepared. -The primary sources of the preparation for this inventory are the application forms filled by the employees at the time of selection, employee files and through job analysis. At the micro level, the analysis is made of current number of employees. Their job related skills, demographic make-up, performance levels, potential performance management competencies and work attitudes. Such an analysis helps to identify current human resources strength and weaknesses of the organization (Cole, 2012).

2.6.4 Human Resource Forecast

This is done in order to estimate the labor requirements of the organization at same time in the future and from where these resources will be obtained. Human resource forecast should be done within these planning periods. Short range, intermediate range and long range periods. These are two types of human resource forecasts that is to say demand

for labor and supply of labor (Lindsey, 2017). According to Mitzberg, (2008) human resource demand forecast is concerned with estimating the quantity and quality of human resources needed to meet the objectives of the organization. The demand of manpower can be forecast using information from the corporate plan, if these exist. Such plans express the organizations activity in such terms as production figures, sales figures and others.

In general, there are basically two types of approaches to assessing future demands for labor that is the objective and subjective approaches. The objective approach relies upon the projection of past trends and needs to take into account shifts brought about by changes in technology and organizational goals. Simple projection from the past to indicate the amount or type of labor required in the future can be related to results from work-study exercise or ratios of customers to staff. Techniques used can be work-study technique are time series analysis and regression models (Potter, 2009).

The subjective approach in its most basic form takes the form of managerial judgment about future needs. In some cases it can be an excuse for speculation and even guesses based on limited amount of data. Subjective techniques include executive judgment and dolphin technique (Jerry, 2013).

Human resource supply forecast measures the number of people likely to be available within and outside the organization that is to say external and internal labor markets. Once human resources needs have been forecast then availability of human resources must be identified. Forecasting availability considers both internal and external supplies. Although internal supplies may be easier to calculate, it is vital to analyze external supplies as accurately as possible. Analysis of external sources includes consideration of issues regarding the external labor market. These include net migration in and out of the area, changing workforce composition trends, actions of

competing employees, government's regulations and pressures among others. It is particularly vital to identify early in planning process any categories of employees who might be difficult to recruit in terms of skills and numbers needed. This is necessary so that action be taken in time to prepare recruitment or training programs to meet the company strategy (Hunt, 2010).

2.6.5 Action Planning on Reconciling Human Resource Demand and Supply

At this stage the human resource planner reconciles the supply and demand of human resource forecasts. The human resource plans will have data showing the extent and nature of shortages and surplus of human resources. In case of shortages the planner can recruit, train the existing human resource, succession planning to fill particular position from the existing human resources. In case of surplus then the planner can lay off some employees deemed unsuitable to continue working for the company, dismiss, rotate some workers to other departments, institute redundancy schemes so as to create a balance between human resource' demand and supply (Stoner, 2013).

2.6.6 Evaluation of Human Resource Planning

There is need to assess the implementation of the human resource plan. Evaluation is aimed at establishing the extent to which human resource planning objectives have been achieved. These objectives can be taken as the specific reasons for human resource planning. The evaluation plans examines the extent to which the human resource action plan has been achieved, that is to say whether retirement schemes have been developed some staffs have been dismissed, downsizing has taken place or new staffs have been hired (Zander, 2010).

2.7 Stages of Human Resource Planning

HRP in schools and or educational units involves identifying and assessing and developing a strategic plan over a period of time. This entails preparing inventories, forecasting enrolment projections and evaluating the overall objectives within the context of the school's changing needs. The stages of manpower planning examine and identify the human resource requirement of the organisation to ensure that it has the right number of employees with the appropriate skills to meet its goals. Human resource planning as a continuous process involves:

1. the preparation of an inventory of the institution's present human resources and assessing the extent to which they are optimally engaged.
2. developing strategic plans over a given period such as five years and ten years.
3. anticipating manpower issues by projecting present resources into the future.
4. reviewing the changing needs of the school or unit with regards to the overall objectives and forecasting manpower requirements (Appleby, 2014; Cole, 2012; Mankoe, 2017).

The educational sector in Ghana and throughout the world often experience strong development demand for teachers in order to satisfy their needs for expansion, qualitative improvement and replacement. Forojalla (2013) suggested four main categories of staff important in educational manpower planning. The included, existing staff, returnees to teaching, new recruits, and potential staff and three categories of potential leavers-outflow of teachers due to retirements, death and resignation; each demanding a different approach and requiring a different decision to be made.

2.7.1 Job Analysis

According to Rue and Byars (2015) job analysis is the process of determining through observation and study, the pertinent information relating to the nature of a specific job. This process results in the creation of job specification and job description. Job specification refers to a school's written statement that highlights the qualifications and abilities needed by prospective employees to perform the required job. Job description on the other hand, is a written statement highlighting the roles and responsibilities required in a school. Although job analysis is often conducted by specialist within human resource departments, the principal plays a very significant role in determining the final job descriptions for vacancies and defines its manpower needs based on existing or newly created jobs (Rue & Byars, 2015). Analysing the demand for manpower enables the recruitment officer to assess the strength of its human resource skills inventory and consolidates the information about the current manpower.

2.7.2 Skills Inventory

Skills inventory is an up-to-date profile of an institution's current or selected categories of staff. This profile is generated through completed forms verified by supervisors and forwarded to the administration or recruitment office. It consist of the bio-graphical data, education and qualification; skills and experience; salary and job history; performance, career development, potential and general – medical history and leisure interest (Appleby, 2014; Rue and Byars, 2015). This helps recruitment officers determine the number, type and skills available and to ascertain what skills is in short supply and will therefore need to be developed or obtained from external sources. Again, skills inventory enables head teachers explore and ascertain other talents available within the schools for future job openings (Agyenim Boateng, 2008). In

appraising the current status of an institution's workforce, the recruitment official or head is able to forecast accurate changes such as retirements. And though difficult, he/she may reasonably be able to anticipate likely changes due to discharges, transfers, promotions and resignations within the present staff. Technology advancement has made the compilation of skills inventory within schools and organisation less tedious and quick, with greater accuracy in evaluating the skills available.

2.7.3 Forecasting

Human resource forecasting is the process of analysing the current manpower strength and work volume within an institution and making a detailed projection of future work volume and manpower requirement (Forojalla, 2013; Mankoe, 2007). Forecasting is an attempt to project the decrease or increase of the right kind of people over a given period. A calculated statement of current and future positions of each category of staff determines an organisation's manpower requirements.

Forecasting prevents the unexpected experience of surplus or underutilized staff. Inaccurate projection of enrolment in schools for example, can result in reduced class intake with excess teachers or increased class intake with shortage of teachers. A misjudgement in the latter could result in overstretched workforce thereby making it virtually impossible to render efficient services at the level required (Forojalla, 2013; Mankoe, 2017). In Ghana, District Assemblies approve manpower projections made by district directors of education, regional managers of religious educational units and headmasters/principals depending on the kind of school.

2.8 Factors that Influence Teacher Requirements

Rebore (2017) cited five strategies for computing manpower projection. The first strategy he termed 'expert estimation'. Here staff within educational district or unit or department uses their experience, knowledge and judgement to estimate future human resource needs. The second strategy is historical comparison. This deals with the appreciation of past trends as a means of speculating future needs. The third strategy is termed task analysis. This demand is determined by analysing the qualities of each position held determining skills and qualities in short supply.

Correlation, the fourth strategy, determines human resource needs vis- à- vis decrease in enrolment, attrition, fiscal resources and new programs being introduced. The final strategy, modelling, is concern with formulating a system of staffing by analysing the decisions and programs of rival institutions. Parallel to these are the numerous mathematical and statistical techniques being employed to project future manpower needs. Typical examples include the ratio-trend forecasting and the sales forecast (Appleby, 2014; Forojalla, 2013; Rue & Byars, 2015).

2.9 Recruitment and Selection

Recruitment is a deliberate strategy employed by international schools, second-cycle and tertiary institutions and other organisations to attract and retain adequate and efficient potential employees to the establishment. Byars and Rue, (2015) define recruitment as the process of "seeking and attracting a supply of people from which qualified candidates for job vacancies can be selected" (p. 298). Selection on the other hand, refers to the process of identifying the most suitable applicants and luring them to accept positions within these workplaces (Cole, 2012).

2.9.1 Sources of Recruitment

Sources of recruitment available for international schools include employee recommendations, advertisements, staff bulletin boards, job postings at labour offices, professional organisations, colleges and university, and of late, private employment agencies (Forojalla, 2013). The bulk of recruitment to basic schools in the country is handled by the Postings and Transfer Unit of the Ghana Education Service (G.E.S), Headquarters and District Educational Units and Religious Educational Units. Another powerful source of recruitment being exerted on schools in economically advanced countries such as in the United Kingdom is the legal influence such as the ‘Gender Parity’ policy and the ‘Disability Act’, these advocate for equal employment opportunity to females and the physically challenged.

2.9.2 Recruitment through Promotion-from-within

It has been proved laudable, effective and efficient to promote employees from within the same establishment to higher job openings - supervisory or management positions (Forojalla, 2013). Promotion-from-within’ policy can allow a class teacher for example, to become a subject coordinator in the basic school, head of department in a second cycle institution or assistant head teacher and ultimately the head teacher within a couple of years. A secretary in a university could also be promoted to the rank of assistant registrar, deputy registrar and then the registrar. Numerous schools and organisations operate this strict ‘promotion-from-within’ policy. This policy on one hand, impacts positively on employees’ morale and motivation. In that, employees assume and perceive such promotions as being equitable to their performance (Rue & Byars, 2015). It also places on those who have gained in their career advancement to

make long term commitments to their own employers. Finally, it capitalizes on employees abilities and helps improve the school's return on its investment.

Whereas such policy capitalizes on employees' abilities and helps improve the organisation's return on its investment, its potential limitations however, cannot be understated. One of such limitation is the Peter's Theory also known as the 'Peter Principle' (Rue and Byars, 2015). According to this principle, individuals who benefit from the policy of promotions within tends to rise to their highest level of incompetence (Rue & Byars, 2015). Schools using the promotions within policy may need to be abreast with its job analysis and employees current skills in their attempt to avert or reduce the occurrence of the 'Peter Principle' effect. Another potential limitation has to do with the inbreeding of ideas (Rue & Byars, 2015). This is where new ideas and innovations are stifled by negative mind-sets and attitude such as 'this is how it's been done for over years'; 'we've never done it before' .

Institutions will therefore, need to develop effective and efficient recruitment policies and procedures that will help them employ the right calibre of personnel capable of consistently fulfilling their primary responsibilities. The purpose of having such policies and procedures, as per Mankoe (2017), will ensure that potential recruits will have the capabilities of taking on further or increased responsibilities.

2.10 Methods of Recruitment

Aside internal recruitment or search, current employees with membership within corporate bodies like Ghana National Association of Teachers (GNAT) and Conference of Heads of Assisted Secondary Schools (CHASS) and Religious Institutions for instance, may recommend colleagues with excellent reputations to their superiors for new job vacancies. Employees usually recommend competent prospective recruits as

their job will invariably be 'on the line' should their recommendations prove otherwise. The caution here is that, potential staff need to be scrutinise to avert the situation of employing wrong candidates.

2.11 Challenges in Staff Recruitment

This is not to say that recruitment and selection are unproblematic. There are a number of issues worth noting.

1. Absence of qualified applicants.
2. Financial cost in hiring highly qualified, skilled and experienced person in that, such person may decline job offers due to inadequate remuneration and employers may have to resort to hiring less qualified staff.
3. Inadequate infrastructure prevalent in some schools could also limit the required number of workforce required to operate efficiently.
4. The mandatory quota policy within certain institutions and establishments can also render recruitment redundant

2.12.1 Selection

Selection as defined earlier, describes the means by which skilled and competent applicants are hired for specific jobs. The salient features of the selection process according to Cole (2012) are:

1. The application details
2. The interview
3. Selection test, where applicable with supporting evidence, such as references.

The diagrammatic relationship between these features is shown as adapted from Cole (2012).

a. The application details

The 'open' and 'closed' standardised application forms are the two main types of application forms often used by organisations to recruit candidates (Mankoe, 2017). Such application forms are often used as selection devices as it provides valuable insight into an applicant's ability. Its evaluation is also easier.

The 'closed' form is often used by unskilled manual and clerical posts as it's easier to complete. It requires candidates to supply the basic factual information about themselves (Appleby, 2014; Cole, 2012; Mankoe, 2017).

The 'open' application form gives insight into applicants' routines; allowing them to reflect on their experience, personality, explains their motives and aspirations. Such form encourages self-selection to take place in the employment market even before shortlisting thus saving recruitment officers invaluable time. This is because prospective candidates will view stringent requirement as a motivational challenge while those not too enthusiastic about the job will let it pass by (Appleby, 2014; Cole, 2012; Mankoe, 2007).

Curriculum Vitae or CV as commonly known is another type of application form designed specifically by an applicant for a specific job. It consists of two basic elements – standard or routine information about the candidate and secondly, a personalised information (Appleby, 2014; Cole, 2012; Mankoe, 2017). A candidate is under no obligation to provide the information he presents, but, has the scope to elaborate on his experience; as he deems fit unlike the 'open' application form. In as much as there is no standardised information requirement when presenting CVs, it has become mandatory for applicants to present neat CVs else they stand the chance of losing a life-time job opportunity.

2. The Interviews

Selection interview is a formal dialogue or interaction between a prospective employer and a prospective employee with a view of selecting or parting. Both parties must have a clear defined understanding of what is at stake. The interview may be on a one-on-one, two-to-one or panel depending on the position to be filled.

3. Selection Test

Selection test comprises of standardised tests usually designed to assess candidate's level of reasoning skills, aptitudes and personality and where appropriate, references are checked to confirm suitability. Such tests have been tried consistently over a period of time and have proved to be reliable and valid (Forojalla, 2013).

Placement

The placement of a new teacher is the responsibility of the school head or district director, as in the case of public schools. This responsibility can be delegated where necessary to appropriate administrative personnel. Issues taken into consideration during placement may include certification and experience, employee's wishes, staff balancing, students' welfare and implementation of school's instructional program. Ability to adhere to school or organisation's policy, and develop and maintain healthy working relationships will also be explored.

2.13 The Contribution of Human Resource Planning In Strategy Implementation

Human resource planning should be considered as significant organizational asset. In this context the application of appropriate human resources strategies for its development can lead to the improvement of the corporate performance both in short and the long term. However there are some companies where human resources are not considered as having particular importance for the firm growth. In this context Haines

(2017), supported that there are firms that —view their human resource as an expense rather than an asset an element that is expendable and perhaps discarded when the skills processed becomes absolute. However when human resources are viewed as an asset, companies enhance individual value through training and human development and ensure continued contribution to the organization. The importance of human resources planning for the corporate performance has in any case proved both in the literature and the empirical research conducted in all industrial sectors.

In accordance with the above, in order for a firm to achieve a stable and continuous growth, it is necessary that its employs are satisfied – as this term has been explained in the literature. More specifically, in accordance with Kim (2015), —job satisfaction is an affective or emotional response toward various facets of one’s job. Job satisfaction has been a topic of great interest for researchers and practitioners in a wide range of fields, including organization psychology, public administration, and management.

On the other hand, the existence of job satisfaction has been extensively related with the level of payment of employees in the particular sectors of specific organization. Indeed, the study of Rudman (2013) showed that —paying for performance is a big issue in contemporary human resources management; organizations have long believed that production and productivity improve when pay is linked to performance, and have developed payment-by-results (PBR) systems and incentive schemes to support this belief.

In the same context, it is noticed by Blinder (2010) that —employees usually feel that profit sharing and gain sharing are good for personal effort, company growth and productivity, and workplace atmosphere. However, in order for the firms to achieve the maximum level of growth, it is necessary to design and apply the appropriate HR

policies as indicated by each particular firm's needs. The use of fit' a criterion of evaluation of the appropriate corporate strategy has been extensively used in practice.

Towards this direction Wright (2008) mentioned that —the basic theory behind "fit" is that the effectiveness of any HR practice or set of practices for impacting firm performance depends upon the firm's strategy (or conversely, the effectiveness of any strategy depends upon having the right HR practices).

In other words, the issues that need to be considered by a firm before applying any relevant HR strategy are many. Indicatively, Katzell (2015) tried to identify the relationship between the employee satisfaction (as a result of a specific HR strategy) and the corporate performance and found that —policy-makers must face up to a serious dilemma and find some way to resolve it; the dilemma is this: policy-makers would like to achieve two objectives for work organizations. On one hand to enhance productivity and performance, and on the other to improve the quality of working life and job satisfaction for employees because under certain conditions, improving productivity will enhance worker satisfaction and improvements in job satisfaction will contribute to productivity; what it does mean is that there is no automatic and invariant relationship between the two. Under these terms, corporate performance has been found to be related with the employees' performance within a particular organization.

From a different point of view, Lawler et al. (2013) supported that human resource' greatest opportunity to add value may well be to play a role in the development and implementation of corporate strategy; human resource can make a logical case for being an important part of strategy development, because of the importance of human capital in the ability of the firm to carry out its strategy. In other words, human resource planning can influence the firm's growth in accordance with the measures provided for

the personal and professional development of the firm's employees even in the long term.

The implementation of appropriate diversity strategy has to be considered in this case as absolutely necessary because in case of inequality in the workplace, no cooperation would be regarded as existed – even if such cooperation exists, it will be problematic. In this context, Mathews (2008) noticed that —before diversity strategies are implemented, the organization's cultural environment, management and evaluation systems should be examined to ascertain if existing personnel/human resources processes will support or hinder diversity in the organization; then, appropriate strategies can be designed to develop and manage diversity based on these findings.

From the same point of view, Ramlall (2013) supported that —given that several large-scale studies have proven that human resource planning is a critical driver in an organization's financial performance, it is imperative for human resource and other leaders to understand the critical nature and utmost importance of understanding the effectiveness of all human resource activities in creating value for the organization.

2.14 Strategies to Improve Human Resource Planning

Forecasting human resource needs is an imprecise art, depending heavily on ‘the judgment of those involved in the process. There is no generally recognized procedure or set techniques that fits all circumstances and guarantees desired results, rather, the manager must construct a process which will ensure that all the right numbers, kinds of people will be at the right places, at the right time to meet organizations requirements (Vetter, 2017 and Walker, 2010). Training and development is a human resource planning concern. It is central element in human resource management and the principle vehicle for developing skills, abilities of employees other than thru job

assignments and also it's an important means of influencing management values, activities and practices in Human Resource Planning. The major problem in training and development is: "knowing why 'training and development is needed'". Human Resource Planning calls for tailoring of programs to fit needs. This ensures continuous supply of human resource to an organization making Human Resource Planning easier to carry out (Singler, 2009). According to Armstrong, (2013) advance planning can be used to improve objectivity of staffing plans, including Human Resource Planning, at an earlier stage in the planning cycle. It is not enough, many executives, argue for staff planning to be budgeted. Human resource needs must be considered in context long range Planning.

A number of organizations have found themselves short of talent when they are all set to implement broad capital expansion programs. Others have found themselves heavily over staffed with employees whose talents no longer fit the organization's changing needs. In the years ahead, increased lead time will be provided to allow advance planning for staffing and related career development and organizational changes.

Improved human resource information can be one of the strategies to overcome challenges of human resource planning. Reliable personnel data should be maintained so as to be used for analysis and planning purposes. To achieve this, data on changing work activities, work load demands and organization patterns will be necessary elements in the human resource data base (Walker, 2010). According to Garry (2012), top management must ensure that its fully integrated with other parts of the organization as a long term strategy. He further contends that is necessary to have someone responsible to coordinate human resource planning with the overall strategic plan of the organization to ensure consistence in goals and objectives the organization intends to achieve.

Developing, installing and administering a program of personnel resources planning for all levels of professional and managerial positions based on coordination of strategic business plans and inventory of current availability of human resources. This would therefore shortfalls and coordinates development of candidates for future needs with other units of management of human resources department, and with the appropriate operating executives. This coordinates data into corporate needs, review and communicates the information gathered to the appropriate managers to ensure coordination (Jerry, 2013).

2.15 Staff Development

Staff development refers to any learning activity directed towards the future needs of individuals and their organisations. Bradley et al. (as cited in Mankoe, 2017) defined staff development to mean the systematic process by which an individual's knowledge, skills and personal qualities are enhanced to benefit himself, the department he works in and the institution as a whole. Staff development in school focuses on the growth needs of individual staff members and the institution's future manpower requirements. Appleby (2014) define training as: "the acquisition of knowledge and skills for the purpose of an occupation or task. Its focus is much more narrowly based than education or development, and is task or job oriented" (p. 379). Appleby continued that training and development of all employees in an establishment is viewed more as a necessity than a right. This is because training broadens the knowledge and scope and skills employers, and informs them of new innovations, techniques and technologies intended at enhancing their overall performance and delivery (Mankoe, 2017). Appleby (2014) is of the view that an effective training programme will among others:

1. improve staff efficiency and morale.
2. introduce staff to new techniques and methodologies.
3. provide succession thus enabling qualified replacements to be created.
4. raise the standard of unskilled personnel thereby overcoming labour shortages.
5. develop supervisors and decrease the amount of supervision needed.
6. lead to increased technical competence and improved usage.

2.16 Factors that Influence Training and Development

Appleby (2014) and Mankoe (2017) identify four factors as bearing a direct and immediate influence on staff development and training. The first is the degree of change in external and internal environments. This refers to the change in technology, new processes, government legislation, economics and new markets (Mankoe, 2017). The second deals with the degree of suitable skills of existing workforce and their adaptability and flexibility to deploy new and innovative methods and technology (Appleby, 2014). Appleby further contended that the third is concern with change in pedagogical theories, teaching methodologies and the actual teaching skills of trainers. The fourth and final factor is senior management's interest in succession planning. Appleby (2014) further recommends the need for organisations to consider and analyse the concept of 'the learning curve' as preamble to their staff development and training methods. The 'learning curve' is a diagrammatical representation of the progress of an individual. This 'curve' according to him, ascends quickly, depicting increasing adeptness, then levels later. The 'curve' also has various peaks showing stages of knowledge development and consolidation (Appleby, 2014). He goes on to argue that, groups of persons undergoing training may set up some 'norms' which may affect

individuals from progressing hence the need for trainers to ensure that these trainees' 'norms' tallies with the objectives of the trainer's to effect progress (Appleby, 2014).

2.16.1 Forms of Training and Staff Development

Broadly speaking, there are three basic approaches to staff development namely - coaching, mentoring and evaluation (Mankoe, 2017).

1. Coaching is carried out by leading or senior teachers with the sole aim of facilitating the development of subordinates through classroom practices and staff development programs. Firstly, the coach presents the theories underpinning a specific skill. Secondly, he/she models the skill and then transfers the learned skill to both simulated and real classroom situation. Finally, the coach offers feedback on the practiced effort. This cycle is revisited until progress is made.

2. Mentoring is the formal pairing of one employee (an experienced teacher) to another (newly qualified teacher) in order to provide personalised professional guidance and support. Aside offering support to novice teachers, the mentors themselves gain professional recognition, extended responsibility and gratifying satisfaction from supporting new teachers settle in.

3. Evaluation is performance review. It explores and assesses the effectiveness of staff development objectives and goals. Evaluation is done best when tied to individual or whole school performance review.

Dzinyela (2008) asserted that some In-service training (In-set) programmes sometimes fail to address the actual training needs of the organisations. In the view of Dzinyela what this means was that individuals who attend professional development training courses struggle to report back to the appropriate quarters due to the unavailability of clearly define channel of reporting. He continued that even when they report, they are

not given the chance to put the new skills or knowledge acquired into practice. Dzinyela further indicated that the epitome of all the challenges that can affect staff training in a developing country such as Ghana is the issue of finance.

Advocates for manpower training and development strongly recommend that employees' qualification and experience and the needs of the institution should determine external course outlines and objectives. And that clear channels for reporting back to training officers and to departmental heads should be strengthened and communicated to staff (Appleby, 2014; Dzinyela, 2008).

Additionally, Cole (2012) and Forojallo (2013) advocate that, developmental needs must be assessed in order to determine the job for which planned development is required, the number of people needed for ingenious development and the standards of development required. To Bass and Vaughan (as cited in Appleby 2014) effective learning and development exist only when there is:

1. Drive - the desire of the individual to accept and be committed to the need for training.
2. Stimulus - the spur received and interpreted by a trainee.
3. Response - the behaviour resulting from a stimulus often developed through training.
4. Reinforcement – an indication of progress.

Staff development and training must therefore, be systematic and well-structured and be based on careful job analysis and description.

2.17 Promotion and Appointment

Promotion is the upwards movement of employees to a job involving higher performance requirement, pay and status. The two known criteria for promoting employees are seniority and merit (Forojalla, 2013; Mankoe, 2017).

1. Seniority, as a reward system helps attract and retain qualified and skilled workers. However, numerous institutions are beginning to base their criteria for promotions more on merit rather than seniority. This is because they see it as a means of rewarding employees and motivating them to a higher performance requirement level (Forojalla, 2013; Mankoe, 2017).

2. Merit refers to the weight given to an employee's performance and potential. Merit criteria can reduce the effects of the 'Peter Principle' considerably. In evaluating and determining an employee's merit, head teachers, deputy head teachers and heads of departments may need to consider both the performance and potential of staff as a success in one job may not necessarily be a guarantee to success in another (Forojalla, 2013; Mankoe, 2017).

2.18 Motivation and Job Satisfaction

The effective and efficient performance of employees at work depends on numerous factors such as the nature of the job, knowledge, skills and aptitudes of individual employees, the leadership and management style and the climate within the workplace. School administrators have been very enthusiastic in influencing staff to work to the best of their ability. They believe that the degree at which workers are prepared to go in their attempt to deliver their best depends on the degree of influence being exerted on them. Motivation is appealing to people and instilling in them the desire to give off their maximum no matter the difficulties and obstacles that may be in their way (Appleby,

2014). In the view of Appleby, motivation refers to a person's eagerness to exert effort in order to achieve a desired outcome or goal which satisfies human needs.

A number of theories have been propounded to project the importance of motivation in human resource practices. Significant among them are of Maslow and Fredrick Hertzberg as cited in (Appleby, 2014; Cole, 2012; Mankoe, 2017; Rue and Byars, 2015). For instance, Maslow (as cited in Rue & Byars, 2015) believes that human have needs that must be met at various stages of life. Rue and Byars argued that such needs starts from basic requirement such as food to much high-level needs such as self-development and fulfilment. Maslow also propounded the hierarchy of human needs (Maslow as cited in Cole, 2012). His main argument was that human needs is sequential and when is met; decreases in strength and the next in line becomes prominent and dominates the behaviour. This goes on until all needs are decreased. In an attempt to validate this theory, it became apparent that motivation does not necessarily satisfy the higher order needs for all persons. Another issue is that, job satisfaction as a motivator is not directly related to production (Appleby, 2014).

Hertzberg's motivation-hygiene theory on the other hand, addresses the two-factor theory. In his book, *Work and the Nature of Man* (as cited by Appleby 2014), Hertzberg insisted that factors attributed to satisfaction or contentment stems from the intrinsic content (responsibility, meaning and challenge) of the job, but believes that working conditions, job security, remuneration breed dissatisfaction (Rue & Byars, 2015).

Hersey et al. (as cited in Rue & Byars, 2015) is of the view that positive motivation and feeling of well being could be achieved if both the extrinsic and intrinsic job content and context respectively are enhanced. Critics of this approach agree with the intrinsic and extrinsic factors as significant contributors to satisfaction but believe other

conditions or criteria such as performance and labour turnover also contribute to high motivation levels (Mankoe, 2017).

2.19 Retirement and Retention

Staff retention refers to the degree at which new entrants after their recruitment, orientation and induction remains committed to the organisation. The rate of staff turnover to some extent determines the effectiveness and efficiency of management and their quest in realising the institution or organisation's vision. Mankoe, (2017) explained that preceptors are valuable assets to any educational institution but have the capabilities of leaving the institution one way or the other.

Factors for leaving is seen as three-dimensional namely: instructional perspective, administrative perspective and teacher perspective.

1. Instructional perspective includes lack of teaching and learning resources, inadequate facilities and disinterested students.
2. Administrative perspective consists of poor conditions of service, management and leadership styles of administrators and lack of training and development programs.
3. Teacher perspective includes remuneration, retirement, transfer, academic advancement, maternity, ill-health and death. The appointment of an employee is likely to be terminated in accordance with the International Labour Convention (ILC) and in conformity with the 1992 Constitution of Ghana. These specify the conditions for terminating an employee's appointment and it states "if he/she is unable to carry due to ill-health or accident, legal restriction imposed on the worker prohibiting him/her from performing the work for which he/she is employed or for proven gross misconduct" (Mankoe, 2017).

Provision could be made for employees due for retirement to have a reduced work load and pre-retirement counselling to forestall any shock. Organisations may also need to state or occupational pension scheme and encourage workers to join provident schemes to support them during their retirement.

Mankoe, (2017) stresses the need for school administrators to employ the right calibre of staff with requisite experience or skills or both, provide appropriate working tools, provide and add value to fringe benefits and avail appropriate and accurate staff development programs.

2.20 Inhibitions to Manpower Planning

Human resource planning in education is complicated by numerous factors according to Forojalla (2013). One major inhibition about the human element factor is that, people come from different backgrounds and as such exhibit distinctly different skills and temperaments and their characteristic traits differ from one person to the other. Issues that emanate due to these include:

1. Unwarranted opposition and scepticism on the part of management can be a hindrance to manpower development. A well-developed plan and procedures for manpower planning can end up being a mirage if management has difficulty appreciating its long-term value to the institution.
2. Employees' resistance to change as expressed in the plans can be viewed as treacherous to their progress. Examples of such changes are the restructuring of the organisation, incorporating ICT into teaching and learning methods and the art of differentiation.

3. Inaccurate manpower and financial projections can derail the principle behind the adoption and implementation of plans.
 4. Ambiguous recruitment, training and development plans that will be difficult to effect due to the institution's financial constraints.
 5. Maintaining accurate and comprehensive staff records.
 6. The type of institution can also make it impossible for effective and efficient human resource planning practices. In basic schools for example, government regulations which are themselves, subject to frequent change, can to some extent restrict the realisation of institutions, manpower plans.
 7. Evident between them is a great psychological and cultural disparity (pp. 3-4).
- Notwithstanding the above enumerations, the benefits of adopting and using HRP practices in all level of educational institution far outweigh these challenges.

2.21 Importance of Human Resource Planning

Planning is imperative for Public Organization (Ramanathan, 2012). Griggs (2013) admitted that Planning leads to improved organizational performance in either for profit or not for profit organizations. This is due to its ability to align the behaviors of any organization with its future desires and also to the fact that the rules guiding strategies, tools, and planning theories apply similarly to both types of organizations. Planning allows Public Organization to better understand their external environment then formulate strategic plans aimed at effective performance (Moxley, 2004). He argued that Public Organization use mission-based planning to communicate their purpose to various stakeholders groups. This improves their legitimacy and secures stakeholder's support which is important for mission achievement.

Public Organization has a wide range of Planning models and approaches which can be used to accomplish their performance (Franklin, 2011). Trainer (2014) added that these models serve as a chart in guiding the Planning processes thus, they offer clarity, save workload, and focus organization's attention on important Planning practices.

Another study conducted by the Board of HR in South West Wales on the roles of Human Resource Planning in organization performance is the process of determining and ensuring that the organization has adequate number of qualified persons available at the proper times. The same number of employees should be able to perform jobs which meets the needs of the organization and provides satisfaction for individual employees. There were several importance of Human Resource Planning such as, Provides quality workforce, Reduces labor costs, Facilitates rise in skills, Effective motivation, Safety of health, The study by Cakar (2012) revealed that one of the Importance of Human Resource Planning is that effective Human Resource Planning fulfills the organization needs for a quality workforce. Quality workforce aids in giving a company a competitive advantage over its rivals, Another Importance of Human Resource Planning according to Cracker is that a proper Human Resource plan reduces labor costs substantially by maintaining a balance between demand for and supply of HR i.e. works as a cost saving device for the company.

Unlike Cracker the study by Brown (2014) of India showed that on among the roles of HRP is the Facilitation skills, abilities and potential of the workforce through training and development. The findings further shows that Training employees helps them improve in their working capacity thus tend to develop to a quality workforce, but also Effective motivation is another Importance of Human Resource Planning. An effective Human Resource Plan provides multiple gains to the employee by way of promotions, increase in salary and other fringe benefits. This definitely boosts employee morale.

The study by Blackmon (2008) of Bangladesh shows that there are several importance of Human Resource Planning one being safety of health of the employees which in turn improves the organization performance. The findings show that HRP provides for welfare, health and safety of its employees thus leads to an increase in productivity of the employees in the long run.

The study concluded that Now-a-days, so many opportunities are present for the efficient Human Resource manager in any organization. The requirement of HR manager is increasing as many reputable institutions are offering specialized discipline in the field of human resource management. An HR manager brings manpower in the organization and it is very tough enough for the manager which candidates to be selected finally. For that, HR manager advertises vacancies, makes a short list from the uncountable applications to the interviews, then selects the best one for the recruitment and then arranges internal proper training session. It is a tough procedure to recruit the best candidate. The HR manager has to make it sure that he uses the best of his specialized knowledge for getting the best among the candidates applied and to sustain its manpower assets in the best process.

The study by Barman (2011) of Indonesia covered some key roles which assist in realizing as to why HR management is significant in the organization, the study mention several roles such as Advertising, selecting and recruiting the best candidate among many candidates according to the required number of employees, Training and developing of the recruited employees to meet the organization's success, Maintaining the employees records and documents and making it sure that all their details remains private, Managing the payment aspects of the employees including their compensation, perks and advantages and so on, Keeping a track on the employee conduct, performance and attitude inside the organization, Motivating the employees to stick to

the organization via constant appraisal, admiration and appreciation techniques because it helps them build up their morale and remains the employee loyal inside the organization and Lastly Keeping a track on the transformation and changes that retain happening inside the organization.

Anastasi (2012) shows how change is inevitable in the organization and an HR manager holds it. He also plays a role in employee retention as just hiring the best employees is not enough, avoiding the turnover of the employees. He or she observes others and creates a good environment in the organization, creates strong relationships among the employees, after all enhances the professional image of the organization through working hard and also utilizing the best of the employees.

According to the study of Anastasi (2012) there are key factors as to why Human Resource planning is significant in the organization. An HR manager is the one who maintains tasks of the recruitment, training, motivating, quality of the human asset, creating a good atmosphere in the organization. An HR manager is not just an employee, he is the man who stands out as the ultimate source of supplying the organization with human resource, the most resource it needs. In this way Human Resource Department is being opened in the organization and to maintain that department human resource planning is important!

Amaratunga (2012) conducted a study on how HRP can Assuring Adequate Staff Levels, the findings showed that a primary function of human resources planning is making certain that various company departments have sufficient staff to complete all the work required to meet the organization's goals. The business owner also must make sure that the workload is balanced -- no individual or department should be so overburdened with work that it is impossible to complete all assigned tasks on time.

The results of this type of poor human resource planning include heightened stress levels for employees, burnout, missing deadlines and mistakes and errors. All of these outcomes negatively affect productivity and may result in higher employee turnover.

The study by Al-Shammari (2007) of Egypt using the Sample of Three Government Parastatal with the total employees of 3800 with the intention of findings Matching Skills to Current Organizational Needs As the company grows, the management function becomes more complex. Instead of everyone reporting to the owner, layers are added to the organization structure. The management team must supervise additional employees. Addressing these changing needs requires the business owner to determine if the current management team has the necessary experience and skills to succeed in a larger, more structured, more complex organization. If he identifies gaps, he creates new positions and hires new people.

According to the study of Richards, (2007) HRP Building an Ethical Business Culture A business owner often creates a code of conduct for employees to follow which defines what is considered ethical -- good -- conduct in dealing with customers, suppliers and co-workers. According to Richard (2007) the aim of building an ethical culture can be furthered by bringing on new hires that have a track record of high ethical behavior. This may require a more in-depth interviewing process in which the hiring manager asks candidates how they have dealt with ethical dilemmas on the job. Just because a sales manager has a track record of meeting or exceeding quotas in past positions, he may not live up to the ethical standards the owner wants to set for his organization.

The studies by Johne (2009) showed that HRP plays an important role on organization performance by providing or Finding Team Players, according to Johne (2009) A

critical but difficult aspect of human resource planning is determining whether prospective new hires will fit in with existing members of the team. The owner wants to foster a harmonious work environment characterized by open and honest communication, so the more specifically he can articulate the corporate culture he seeks to create, the better the chances that candidates for new positions can articulate why they believe they would fit in.

Another study by Grosby (2010) on importance of HRP in organization performance is through identifying Employees Ready for Advancement, according Grosby (2010) Human resource planning should include creating a path for advancement for each employee. The managers must assess which employees are ready to move up in the organization and which might need more seasoning in their current positions. He wants to make sure his organization is developing its own in-house managerial talent, and he may provide education and training opportunities to move the employees down the path toward taking on additional responsibilities.

Generic factors that demand for the need for human resource planning in organisations included the following plans to diversify or expand services, changes within the organisation due to imminent retirements, promotion, maternity, career development and age structure, technological advancement or improve methods, changes in working hours, holidays, negotiations with trade unions and collective agreements and re-organisation of departments and its subsequent demand for a number of employees with specialist skills. Need for succession planning ((Agyenim-Boateng, 2008; Cole, 2012; Mankoe, 2017).

Restructuring of any organisation affects the future manpower requirement of that organisation. Diverse learning styles of students require creative, adaptable and flexible

approaches to teaching. Teaching requirements and learning needs/methods change rapidly. Technology is increasingly transforming the pattern of planning and teaching thus making learning more interactive than years before. Using Information and Communication Technology (ICT) in schools provides students with rapid access to ideas and experiences from a wide variety of resources. Increased capability in the use of ICT promotes initiative. Teachers proficient in ICT, as well as systems analysts and programmers and technicians are currently in high demand and have a high advantage over prospective candidates due to their specialised skills. Archaic methodologies and procedures are becoming increasingly obsolete, inefficient and inappropriate (Cole, 2012; Mankoe, 2017).

Manpower planning as a result, saddles institutions with the task of examining and determining whether existing organisational structures and human resource management is effective and efficient, and how it could be enhanced. It involves planning to assess and decide the future objectives to pursue in all departments throughout the institution. This process by large, will include job analysis, grading, and subsequent specification; staff requirements, recruitment, retention, utilization, career development and disengagement.

Such activities according to Cole (2012) and others are primarily dominated by the degree of demand for qualified and efficient supply of people available and the timescale (Cole, 2012; Farojalla, 2013; Mankoe, 2017). The Institute of Personnel Management (cited in Cole, 2012) has argued the functional roles of HRP to be to:

1. stimulate management awareness of the importance of planning human resource policies and programs that will enhance the interest of the institution.
2. facilitate the allocation of appropriate resources to the training, retraining and development of workforce to meet both the needs of the institution and the individual.

3. support and advice management on the development and implementation of current human resource planning practices.

4. monitor, assess and adapt plans periodically with management.

2.22 Empirical Literature Review

2.22.1 Contribution of Human Resource Planning on Organizational

Performance

Recent empirical research supports; finding that the adoptions of the systems of high performance work practices can lead substantially enhance firm performance (Huselid, 2014; Ichiniowski, Shaw, & Prensushi, 2013; McDuffie, 2013). The observation is that the effective HRP in particular organization will enhance the creation of competitive advantage in production of goods and market share, leading to high performance of the organization

Achievement is what an employee orders not does. Employee's achievements common to most jobs include the following elements; quantity of output, quality of output, timeliness of output present at work cooperativeness. Performance is multidimensional construct, the measurement of which varies depending on variety of factors (Bates & Holton, 2015). On individual basis, it is a record of person's accomplishment.

Kane (2016) argues that —performance is something that a person leaves behind and that appears apart from the aim. Bermadin et al (2015) are concerned that; performance should be defined as the outcome of work because they give a strong linkage to the strategic objective of the organization, customer satisfaction and economic contributes. The Oxford Dictionary defines performance as the accomplishment, execution, carrying out, and working out ordered or undertaken.

Performance goals can be achieved with the help of high performance work system which take into account the factors affecting individual performance and promote flexibility. They also include aggressive recruitment and selection procedures, performance contingent incentives, compensation system and management development and training activities linked to the need of business (Armstrong, 2013). The observation is that performance is achieved from the back ground of aggressive recruitment and selection procedures, hence they should be linked to contingent incentives and the compensation system as a whole forecasting the future needs of human resources.

This refers to the output/outcome but also states that performance is about performing the work as well as bringing about the output achieved. Performance could therefore be regarded as behavior- the way on which organization terms, individual get work done. Campbell (2010) believes that: performance is behavior and should be distinguished from the results because they should be contemplated by system factors.

Within the last two decades, there has been a number of important contributions in the literature dealing with issues pertaining to the management of people. Significant attention has been directed towards human resource management (HRM), which many have seen as representing a distinct approach to managing people (Guest, 2007). Interestingly, although researchers have highlighted the holistic nature of HRM, much of the initial research into the concept focused on a limited range of issues and has been criticized as 'micro analytic' (Delery and Doty, 2016). However, in the last decade, researchers have sought to show the importance of HRM in influencing organizational performance and it is from this premise that the current interest in SHRM has developed (Cappelli and Crocker-Hefter, 2016).

Rapid environmental change, globalization, innovations to provide competitive products and services, changing customer and investor demands have become the standard backdrop for organizations. To compete effectively, firms must constantly improve their performance by reducing costs, enhancing quality, and differentiating their products and services.

To improve firm performance and create firm competitive advantage, HR must focus on a new set of priorities. These new priorities are more business and strategic oriented and less oriented towards traditional HR functions such as staffing, training, appraisal and compensation. Strategic priorities include team-based job designs, flexible workforces, quality improvement practices, employee empowerment and incentive compensation (Jing and Huang 2015). SHRM was designed to diagnose firm strategic needs and planned talent development which is required to implement a competitive strategy and achieve operational goals (Huselid et al., 2017).

2.23 Strengthening Human Resource Management Practice and Performance

Strategic Human Resource Management is the planned pattern of human resource deployment and activities intended to enable the organization to meet organizational goals and objectives (Noe et al. 2007). In other words, the definition of SHRM represented by the degree of participation in core decision-making and partnership undertaken by HRM departments, and the specificity and formality that HRM departments require in planning and implementing, all of that, to ensure that firm human capital contributes to achieving firm business goals.

Also and perhaps more important reason, is that researchers have approached the field of SHRM from a variety of perspectives with little acknowledgement of the differences within them and no attempt has been made to identify the common threads in the

perspectives (Delery and Doty, 2016). Such an understanding is important to enable an assessment of the viability and adoption of the concept. A brief discussion is proffered in what follows.

Accordingly, a better understanding of the role of the implementation of strategic human resources management in creating and sustaining organizational performance and competitive advantage should be achieved through further empirical evidence (Jing and Huang 2015).

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 channeled 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 21,500 in 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 importance of human resource planning are as follows:

A study conducted by Creswell (2012) titled future of HRP significance involving the sample of 450 Canadian Shield Organization respondents, showed that Human resource planning ensures that people are available to provide the continued smooth operation of an organization. The study simply concluded that human resource planning is regarded as a tool to assure the future availability of manpower to carry on the organizational activities. It determines the future needs of manpower in terms of number and kind.

Another study on Coping with Change by Bogdan (2012) of France titled Coping with Change, the study used the sample of 400 employee of Northern Province of France revealed that Human resource planning is important to cope with the change associated with the external environmental factors. The study concluded that HRP helps assess the current human resources through HR inventory and adapts it to changing technological,

political, socio-cultural, and economic forces. A study by Walker (2012) on Recruitment of Talented Personnel showed that another purpose of HR planning is to recruit and select the most capable personnel to fill job vacancies. It determines human resource needs, assesses the available HR inventory level and finally recruits the personnel needed to perform the job.

Gifford (2011) conducted a study titled Development of Human Resources; the study showed that Human resource planning identifies the skill requirements for various levels of jobs. Then it organizes various training and development campaigns to impart the required skill and ability in employees to perform the task efficiently and effectively. Harrison (2012) shows that Human resource planning measures that the organization acquires and utilizes the manpower effectively to achieve objectives. Human resource planning helps in assessing and recruiting skilled human resource. It focuses on the optimum utilization of human resource to minimize the overall cost of production. The study by Crittenden (2011) of the Filipino's Public Parastatal on Uncertainty Reduction, one importance or great of HRP is associated with reducing the impact of uncertainty which are brought by sudden changes in processes and procedures of human resource management in the organization.

2.24 Challenges of Human Resource Planning

The ability of an organization to meet its staffing requirements depends on the availability of talent. Because everyone in the total workforce for the next twenty years has already been born, it is instructive to analyze demographic information. Such information is provided by the bureau of labor statistics based on the census data and periodic labor supply studies. Hence, most organizations face a problem of demographic changes (Butter, 2012). According to Cole (2012), the impact of the

“baby boomer” on the labor market is yet another challenge most organizations face in carrying out Human resource planning. The young group will not show significant expansion, portending, and possible future shortages of talent to meet needs or support growing number of retired workers. This is a challenge that most organizations face since they have to also plan for human resource wastage.

It should be no surprise the economic conditions do affect Human Resource Planning. Inflation recently a fact of life plays havoc with personnel costs. Recession places strains on management practices, strains that are often wrenching. In both conditions Human Resource Planning is a nagging concern for management to bear the burden of managing personnel as an economic resource with each expenditure viewed as a cost (Alcorso, 2013).

As costs of interviewing, recruiting, relocating, training and compensating employees rise, organizations are compelled to do a better job of planning. The costs associated with recruiting and orienting new employees are often astounding when the rates of attrition during the first years are taken into account (Armstrong, 2010). The development and application of new technology have been significant in shaping organizations and management practices. The advent of advanced technologies in production and transportation systems, communications, computers, energy, medicine have brought major changes, all of which affect Human resource Planning activities. Technological change will undoubtedly pose challenges for further adaptation particularly in areas concerning Human Resource Planning (Ivan Cenrich, 2012).

Human Resource Planning is increasingly influenced by laws. Employment discrimination laws pose very apparent and direct constraints and demands on Human Resource Planning. Additionally, labor laws, safety and healthy laws and a plethora of executive orders and agency regulations all serve to guide management practices.

Employment laws and associated decisions interpreting these laws have a profound impact on the Human Resource Planning activities (Hodges and Kelly, 2008).

According to Walker (2010), changing work attitude is a big challenge facing organizations when planning for human resources. Changing employee attitudes toward relocations and transfers are creating new patterns of worker mobility in today's organizations. Changes in individual work values and career attitudes are bringing strong pressures to bear on the work ethic and on management. Underlying this shift is the possibility that many human resources no longer flatly subscribe to the work ethic and instead choose to trade income and opportunity ties for a recasting of life values and activities. Aligning such individual goals with the organizations is a big challenge (Lynch, 2014).

2.25 Conceptual Framework



Source: Conceptual framework

The conceptual framework assumes that HRP will have effect on the performance of an organisation. The framework also tries to identify the strategies and the challenges in HRP. According to this conceptual framework of the study, Human Resource Planning is influenced by strategies such as recruitment and selection, training development, promotion and appointment and motivation and job satisfaction which have relationship with human organizational behaviour and performance. On the other side, there are challenges like availability of talents, economic conditions and labour that can grossly affect organizational behaviour and performance. Finally, there is a positive impact of human resource plan on Organizational behavior and performance.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter covers the research methods that were adopted by the researcher in arriving at the findings. It describes the research design, the population, sampling and sample procedures, data gathering instruments and data collection measures were also dealt with in this chapter.

3.1 Research Design

The purpose of research design is to provide a framework for the collection and analysis of data. A choice of research design reflects decisions about the priority given to set of dimensions of the research process. The researcher used descriptive research design for the study. This refers to a research which specifies the nature of a given phenomena. It determines and reports the way things are done. Descriptive research thus involves collecting data in order to test hypotheses or answer research questions concerning the current status of the subject of the study (Bryman, 2004).

Descriptive research portrays an accurate profile of persons, events, or situations (Kothari, 2010). Therefore, the descriptive survey is deemed the best strategy to fulfil the objectives of this study. According to Kombo and Tromp (2006) the basic purpose for descriptive research usually is to describe characteristics of the population of interest, make specific predictions and test associational relationships. Research methods can be placed into two basic categories: quantitative or qualitative.

3.1.1 Quantitative research design

A quantitative research approach is usually objective and requires the use of standardised measures. Its aim is to establish facts, describe phenomena, explain statistically and predict phenomena and show relationships between variables. It involves studies that make use of a statistical analysis to obtain their findings. With regard to the quantitative research methodology, data are very often collected by means of questionnaires. For this study specifically, the researcher planned to use questionnaires as it can be used to collect data from many respondents relatively cheaply and easily (Bird, 2009). For the purpose of this study, the questionnaire would be an apt choice for collecting data using a quantitative approach.

3.2 Population

A research population can be defined as the totality of a well-defined collection of individuals or objects that have a common, binding characteristics or traits (Polit et al., 2006). In Mugenda and Mugenda, (2013), a target population to that population to which the researcher wants to generalize the results of the study. Burns et al., (2013) added that a population is defined as all elements (individuals, objects and events) that meet the sample criteria for inclusion in a study. The population for the study consist of all regional HR directors at the GES districts and regional directors of the GES, Ashanti Region.

3.3 Sample Size and Sampling Method

The Sample size for the study was 57. All participant were selected purposively. They were selected because they have the needed information for the study. The 57 participant included 5 HR directors and 52 staff. Purposive sampling technique

refers to the complete enumeration of a universe. A universe may be a place, a group of people or a specific locality through which we collect the data. Purposive sampling technique is necessary in some cases like population census, for gaining vast knowledge. But in contrary, this method is not applicable as well as needed to solve some social problems because it is costly and time consuming. It is difficult to study the whole universe because financially aid requires for it to complete the study. For this purpose we use sampling method to pick up a simple from the whole universe. The researcher would use purposive sampling technique because data collection through census method gives opportunity to the investigator to have an intensive study about a problem study about a problem. The investigator gathers a lot of knowledge through this method. In this method there would be higher degree of accuracy in data.

3.4 Research Instrument Used

Data were collected using a structured questionnaire. Questionnaire was the main instrument used to collect primary data for the study. This is because it has proven to be consistent and popular method of data collection. The questionnaire which would be personally designed by the researcher, would consist of closed and open ended items. The questionnaire consisted of four sections. Section 1 contains questions related to demographic characteristics of the respondents including age, gender and educational qualification of the respondents. Section 2 established the relationship between human resource planning and organizational performance at GES. Section three recommended strategies to improve human resource planning at the GES and section four assessed the challenges of human resource planning.

3.5 Pilot Test

The designed research questionnaire was given to 10 participants to assess its authenticity, validity and consistency of the research instruments. After, successful pilot testing the researcher realised that the research instruments were good for distribution.

3.7 Data Collection Procedure

The researcher personally administered the questionnaire to the respondent. A letter would be obtained from my department to enable me introduce myself in conducting the research as part of an academic work. All the respondents would be informed of the objectives and design of the study. Emphasis would be placed on the fact that the findings would be primarily for academic purposes. The respondents were familiar with answering of questionnaires. All the respondents had some experience in completing questionnaires and were generally not apprehensive. The researcher's own opinions would not influence the respondent to answer questions in a certain manner. There were no verbal or visual clues to influence the respondent. The researcher administered the questionnaires personally to the respondents in their classrooms and offices in the selected institutions. The participants would be given one week to respond to the questionnaires after which I went back to retrieve the questionnaire from them.

3.8 Data analysis

Given the fact that the study was descriptive in its major characteristics, descriptive statistics would be used as main method of data analysis. The analysis of the data would commence with editing and inspection of the pieces of data in order to identify simple

mistakes, items that were wrongly responded to and any blank space left unfilled by the respondents. The computer statistical package for social scientists (SPSS version 20) would be used to process all the quantitative responses from the questionnaire. The questionnaire items would be sorted, coded and fed into SPSS program to generate frequencies and percentages and data would be presented using frequency distribution tables.

3.9 Ethical Considerations

According to Resnik (2011), there are several reasons for the adhering to ethical norms in research. Norms promote the aims of research, such as knowledge, falsifying or misrepresenting research data, promote the truth and avoid error. Moreover, since research often involves a great deal of cooperation and coordination among many different people in different discipline and institutions, ethical standards promote the value that are essential to collaborative work, such as trust, accountability, mutual respect and fairness. For instance, many ethical norms in research , such as guidelines for relationships, copyright, and patency policies, data sharing policies and confidentiality and peer reviews are designed to protect intellectual property interest while encouraging collaborations. Many of the ethical norms help to ensure that researcher can be held accountable to the public.

William (2016) lists some of the ethical issues as informed consent, confidentiality and anonymity. Given the importance of ethical issues in several ways, the researcher would avoid taking any ones work and where someone's work was included, such were acknowledged. In the process of data collection, respondent's identities would be concealed and any information obtained would be handled with utmost confidence. No

harm of any nature would be meted out on any respondent, aspects of privacy would be observed and any cruelty avoided.



CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.0 Introduction

The main purpose of the study was to assess human resource planning on organisational behaviour and performance, using the Ghana Education Service as case study. The chapter analysed and discussed study based on these specific research objectives.

4.1 Demographic of Respondents

The researcher sent a total of 57 questionnaires to gather information from the participants. Out of 57 questionnaires sent out for primary data, 56 questionnaires were received while 1 questionnaire was not received. Therefore, the analysis of the study was based on 98% response rate.

Table 1 Demographic Information of the Respondents

<i>Gender</i>	<i>Frequency</i>	<i>Percent</i>
Male	26	46.4
Female	30	53.6
Total	56	100.0
Age of respondent		
26-35 years	7	12.5
36-45 years	9	16.1
46-55 years	22	39.3
56-65 years	18	32.1
Total	56	100.0

Academic attainment		
Bachelor's degree	31	55.4
Master's degree	25	44.6
Total	56	100.0
Are you aware with the planning and implementation of human resources in the GES?		
YES	22	39.3
NO	34	60.7
Total	56	100.0
Do you think human resources plans and its implementation are given enough priority?		
YES	13	23.2
NO	43	76.8
Total	56	100.0

Source: Field survey, (2019), n=56

Table 1 show that 30 respondents representing 53.6% were females while 26 respondents representing 46.4% were males. Moreover, 22 respondents representing 39.3% were between the age ranges 46-55 years, 18 respondents representing 32.1% were between the age category 56-65 years, 9 respondents representing 16.1% were between the age ranges 36-45 years, while 7 respondents representing 12.5% were between 26-35 years. Furthermore, 31 respondents representing 55.4% were holding Bachelor's degrees while 25 respondents representing 44.6% were possessing Masters degrees as their highest qualifications. Also, 34 respondents representing 60.7% said that they were not aware of the planning and implementation of human resources in the GES while 22 respondents representing 39.3% affirmed that they were aware with

the planning and implementation of human resources in the GES. Furthermore, 43 respondents representing 76.8% said that human resources plans and its implementation are not given enough priority while 13 respondents representing 23.2% affirmed that human resources plans and its implementation are given enough priority.

4.2 Presentation of Research Objectives

This section contains tables that analysed and discussed the study objectives including establishing the relationship between human resource planning and organizational performance at GES, identifying the strategies use to improve human resource planning at the GES and assessing the challenges faced by an organisation in human resource planning.

4.2.1 The Relationship Between Human Resource Planning And Organizational Performance at GES.

The first objective of the study was to establish the relationship between human resource planning and organizational performance at GES. Table 2 assessed the relationship between human resource planning and organizational performance at GES.

Table 2: The relationship between human resource planning and organizational performance at GES

<i>Statement(s)</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
	<i>N(%)</i>	<i>N(%)</i>	<i>N(%)</i>	<i>N(%)</i>	<i>N(%)</i>
Human resource planning helps in assessing and recruiting skilled human resource.	8 (14.3)	9 (16.1)	4 (7.1)	27 (48.2)	8 (14.3)
A better understanding of the role of the implementation of strategic human resources management in creating and sustaining organizational performance and competitive advantage.	7 (12.5)	6 (10.7)	3 (5.4)	27 (48.2)	13 (23.2)
Strategic Human Resource Management is the planned pattern of human resource deployment and activities intended to enable the organization to meet organizational goals and objectives.	10 (17.9)	6 (10.7)	4 (7.1)	29 (51.8)	7 (12.5)
Human resource planning aims at fulfilling the objectives of manpower requirement.	6 (10.7)	10 (17.9)	3 (5.4)	26 (46.4)	11 (19.6)
Human resource planning measures that the organization acquires and utilizes the manpower effectively to achieve objectives.	5 (8.9)	6 (10.7)	4 (7.1)	35 (62.5)	6 (10.7)
HRP should be associated with reducing the impact of uncertainty which are brought by sudden changes in processes and procedures of human resource management in the organization.	8 (14.3)	7 (12.5)	5 (8.9)	32 (57.1)	4 (7.1)

Where; 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree

Source: Field survey, (2019)

Table 2 indicates that 27 respondents representing 48.2% agreed that human resource planning helps in assessing and recruiting skilled human resource, 9 respondents representing 16.1% disagreed, 8 respondents representing 14.3% strongly agreed and disagreed, while 4 respondents representing 7.1% were neutral. Moreover, 27

respondents representing 48.2% agreed that HRP helps in creating and sustaining organizational performance and competitive advantage, 13 respondents representing 23.2% strongly agreed, 7 respondents representing 12.5% strongly disagreed, 6 respondents representing 10.7% disagreed, while 3 respondents representing 5.4% were neutral.

Furthermore, 29 respondents representing 51.8% agreed that Strategic Human Resource Management is the planned pattern of human resource deployment and activities intended to enable the organization to meet organizational goals and objectives, 10 respondents representing 17.9% strongly disagreed, 7 respondents representing 12.5% strongly agreed, 6 respondents representing 10.7% disagreed, while 4 respondents representing 7.1% were neutral. Also, 26 respondents representing 46.4% agreed that human resource planning aims at fulfilling the objectives of manpower requirement, 11 respondents representing 19.6% strongly agreed, 10 respondents representing 17.9% disagreed, 6 respondents representing 10.7% strongly disagreed, while 3 respondents representing 5.4% were neutral.

The study results indicates that 35 respondents representing 62.5% agreed that human resource planning measures that the organization acquires and utilizes the manpower effectively to achieve objectives, 6 respondents representing 10.7% strongly agreed, disagreed respectively, while 4 respondents representing 7.1% were neutral. Moreover, 32 respondents representing 57.1% agreed that HRP should be associated with reducing the impact of uncertainty which is brought by sudden changes in processes and procedures of human resource management in the organization, 8 respondents representing 14.3% strongly disagreed, 7 respondents representing 12.5% disagreed, 4 respondents representing 7.1% strongly agreed, while 5 respondents representing 8.9% were neutral.

From the same point of view, Ramlall (2013) supported that —given that several large-scale studies have proven that human resource planning is a critical driver in an organization's financial performance, it is imperative for human resource and other leaders to understand the critical nature and utmost importance of understanding the effectiveness of all human resource activities in creating value for the organization.

From a different point of view, Lawler et al. (2013) supported that human resource' greatest opportunity to add value may well be to play a role in the development and implementation of corporate strategy; human resource can make a logical case for being an important part of strategy development, because of the importance of human capital in the ability of the firm to carry out its strategy. In other words, human resource planning can influence the firm's growth in accordance with the measures provided for the personal and professional development of the firm's employees even in the long term.

Table 3: The Correlations between HRP and Organisation Performance

Human resource planning	Organisational Performance	Recruiting skilled human resource.	Creating and sustaining organizational performance and competitive advantage.	Fulfilling the objectives of manpower requirement
Human resource audit	Pearson Correlation	1	.851**	.218
	Sig. (2-tailed)		.000	.232
	N	56	56	56
Human Resource Forecast	Pearson Correlation	.851**	1	.187
	Sig. (2-tailed)	.000		.261
	N	56	56	56
Evaluation of Human Resource Planning	Pearson Correlation	.219	.232	1
	Sig. (2-tailed)	.232	.261	
	N	56	56	56

** . Correlation is significant at the 0.01 level (1-tailed).

Source: Field survey, (2019)

Table 3 indicates that, there is a positive significant relationship between human

resource plan and organisational performance. In other words, human resource audit helps in recruiting skilled human resources. Human resource forecast correlate well (Pearson Correlation coefficient value of 1) with creating and sustaining organizational performance and competitive advantage. Moreover, evaluation of human resource planning correlates well (Pearson Correlation coefficient value of 1) with fulfilling the objectives of manpower requirement.

These results agree with Haines (2017), he revealed that human resource planning should be considered as significant organizational asset. In this context the application of appropriate human resources strategies for its development can lead to the improvement of the corporate performance both in short and the long term. However there are some companies where human resources are not considered as having particular importance for the firm growth. However when human resources are viewed as an asset, companies enhance individual value through training and human development and ensure continued contribution to the organization. The importance of human resources planning for the corporate performance has in any case proved both in the literature and the empirical research conducted in all industrial sectors.

4.2.2 Strategies to improve human resource planning at the GES

The second objective of the study was to identify the strategies use to improve human resource planning at the GES. Table 4 identified the strategies use to improve human resource planning at the GES.

Table 4: Strategies to Improve Human Resource Planning at the GES

<i>Statement(s)</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
			<i>N(%)</i>	<i>N(%)</i>	<i>N(%)</i>
Effective HRP in particular organization will enhance the creation of competitive advantage in production of goods and market share, leading to high performance of the organization	0	0	10 (17.9)	42 (75)	4 (7.1)
Performance goals can be achieved with the help of high performance work system which take into account the factors affecting individual performance and promote flexibility.	0	0	6 (10.7)	43 (76.8)	7 (12.5)
Aggressive recruitment and selection procedures, performance contingent incentives, compensation system and management development and training activities should linked to the need of GES	0	0	8 (14.3)	40 (71.4)	8 (14.3)
To improve firm performance and create firm competitive advantage, HR must focus on a new set of priorities.	0	0	3 (5.4)	40 (71.4)	13 (23.2)
The GES new priorities should be more business and strategic oriented and less oriented towards traditional HR functions such as staffing, training, appraisal and compensation.	0	0	6 (10.7)	36 (64.3)	14 (25)
The GES should organise various training and development campaigns to impart the required skill and ability in employees to perform the task efficiently and effectively.	0	0	5 (8.9)	30 (53.6)	21 (37.5)
The GES should focus on the optimum utilization of human resource to minimize the overall cost of production.	0	0	4 (7.1)	31 (55.4)	21 (37.5)

Where; 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree

Source: Field survey, (2019)

Table 4 reveals that 42 respondents representing 75% agreed that effective HRP in particular organization will enhance the creation of competitive advantage in production of goods and market share, leading to high performance of the organization, 10 respondents representing 17.9% were neutral, while 4 respondents representing

7.1% strongly agreed. Moreover, 43 respondents representing 76.8% agreed that performance goals can be achieved with the help of high performance work system which take into account the factors affecting individual performance and promote flexibility, 7 respondents representing 12.5% strongly agreed, while 6 respondents representing 10.7% were neutral.

Furthermore, 40 respondents representing 71.4% agreed that aggressive recruitment and selection procedures, performance contingent incentives, compensation system and management development and training activities should linked to the need of GES, while 8 respondents representing 14.3% strongly agreed and were neutral respectively. Also, 40 respondents representing 71.4% agreed that to improve firm performance and create firm competitive advantage, HR must focus on a new set of priorities, 13 respondents representing 23.2% strongly agreed, while 3 respondents representing 5.4% were neutral.

The study results indicate that 36 respondents representing 64.3% agreed that the GES new priorities should be more business and strategic oriented and less oriented towards traditional HR functions such as staffing, training, appraisal and compensation, 14 respondents representing 25% strongly agreed, while 6 respondents representing 10.7% were neutral. Moreover, 30 respondents representing 53.6% agreed that the GES should organise various training and development campaigns to impart the required skill and ability in employees to perform the task efficiently and effectively, 21 respondents representing 37.5% strongly agreed, while 5 respondents representing 8.9% were neutral. The study results revealed that 31 respondents representing 55.4% agreed that the GES should focus on the optimum utilization of human resource to minimize the overall cost of production, 21 respondents representing 37.5% strongly agreed, while 4 respondents representing 7.1% were neutral.

These results concur with Walker, (2010); he indicated that improved human resource information can be one of the strategies to overcome challenges of human resource planning. Reliable personnel data should be maintained so as to be used for analysis and planning purposes. To achieve this, data on changing work activities, work load demands and organization patterns will be necessary elements in the human resource data base. According to Garry (2012), top management must ensure that its fully integrated with other parts of the organization as a long term strategy. He further contends that is necessary to have someone responsible to coordinate human resource planning with the overall strategic plan of the organization to ensure consistence in goals and objectives the organization intends to achieve.

Moreover, these results disagree with Vetter, (2017), he indicated that forecasting human resource needs is an imprecise art, depending heavily on ‘the judgment of those involved in the process. There is no generally recognized procedure or set techniques the fits all circumstances and guarantees desired results, rather , the manager must construct a process which will ensure that all the right numbers, kinds of people will be at the right places , at the right time to meet organizations requirements. Training and development is a human resource planning concern. It is central element in human resource management and the principle vehicle for developing skills, abilities of employees other than thru job assignments and also it’s an important means of influencing management values, activities and practices in Human Resource Planning.

4.2.3 The Challenges of Human Resource Planning

The third objective of the study was to assess the challenges faced by an organisation in human resource planning. Table 5 evaluated the challenges faced by an organisation in human resource planning.

Table 5: The Challenges of Human Resource Planning

<i>The challenges of human resource planning</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
	<i>N(%)</i>	<i>N(%)</i>	<i>N(%)</i>	<i>N(%)</i>	<i>N(%)</i>
Unwarranted opposition and scepticism on the part of management can be a hindrance to manpower development.	6 (10.7)	7 (12.5)	4 (7.1)	34 (60.7)	5 (8.9)
Employees' resistance to change as expressed in the plans can be viewed as treacherous to their progress.	7 (12.5)	7 (12.5)	4 (7.1)	33 (58.9)	5 (8.9)
Inaccurate manpower and financial projections can derail the principle behind the adoption and implementation of plans.	0	0	6 (10.7)	20 (35.7)	30 (53.6)
Ambiguous recruitment, training and development plans that will be difficult to effect due to the institution's financial constraints.	0	0	3 (5.4)	39 (69.6)	14 (25)
Inability to maintain accurate and comprehensive staff records.	0	0	6 (10.7)	22 (39.3)	28 (50)
The type of institution can also make it impossible for effective and efficient human resource planning practices.	0	0	4 (7.1)	21 (37.5)	31 (55.4)
The impact of the "baby boomer" on the labor market is yet another challenge most organization face in carrying out Human resource planning.	0	0	6 (10.7)	39 (69.6)	11 (19.6)
Economic conditions do affect Human Resource Planning.	2 (3.6)	3 (5.4)	7 (12.5)	31 (55.4)	13 (23.2)
The costs of interviewing, recruiting, relocating, training and compensating employees rise, organizations are compelled to do a better job of planning.	0	0	5 (8.9)	27 (48.2)	24 (42.9)

The advent of advanced technologies in production and transportation systems, communications, computers, energy, medicine have brought major changes, all of which affect Human resource Planning activities.	0	0	6	30	20
			(10.7)	(53.6)	(35.7)
Technological change will undoubtedly pose challenges for further adaptation particularly in areas concerning Human Resource Planning.	0	0	4	36	16
			(7.1)	(64.3)	(28.6)
Changing work attitude is a bid challenge facing organizations when planning for human resources.	0	0	6	30	20
			(10.7)	(53.6)	(35.7)
Changing employee attitudes toward relocations and transfers are creating new patterns of worker mobility in today's organizations.	0	0	5	20	31
			(8.9)	(35.7)	(55.4)
Changes in individual work values and career attitudes are bringing strong pressures to bear on the work ethic and on management.	0	0	7	40	9
			(12.5)	(71.4)	(16.1)

Where; 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree

Source: Field survey, (2019)

Table 5 indicates that 34 respondents representing 60.7% agreed that unwarranted opposition and scepticism on the part of management can be a hindrance to manpower development, 7 respondents representing 12.5% strongly disagreed, 6 respondents representing 10.7% strongly disagreed, 5 respondents representing 8.9% strongly agreed. Moreover, 33 respondents representing 58.9% agreed that employees' resistance to change as expressed in the plans can be viewed as treacherous to their progress, 7 respondents representing 12.5% strongly disagreed and disagreed, while 5 respondents representing 8.9% strongly agreed. Furthermore, 30 respondents representing 53.6% strongly agreed that inaccurate manpower and financial projections can derail the principle behind the adoption and implementation of plans,

20 respondents representing 35.7% agreed while 6 respondents representing 10.7% were neutral.

Also, 39 respondents representing 69.6% agreed that ambiguous recruitment, training and development plans that will be difficult to effect due to the institution's financial constraints, 14 respondents representing 25% strongly agreed, while 3 respondents representing 5.4% were neutral. The study results indicates that 28 respondents representing 50% strongly agreed that inability to maintain accurate and comprehensive staff records, 22 respondents representing 39.3% agreed, while 6 respondents representing 10.7% were neutral. Moreover, 31 respondents representing 55.4% strongly agreed that the type of institution can also make it impossible for effective and efficient human resource planning practices, 21 respondents representing 37.5% agreed, while 4 respondents representing 7.1% were neutral.

The study results indicate 39 respondents representing 69.6% agreed that the impact of the "baby boomer" on the labor market is yet another challenge most organization face in carrying out Human resource planning, 11 respondents representing 19.6% strongly agreed, while 6 respondents representing 10.7% were neutral. Furthermore, 31 respondents representing 55.4% agreed that economic conditions do affect Human Resource Planning, 13 respondents representing 23.2% strongly agreed, 7 respondents representing 12.5% were neutral, 3 respondents representing 5.4% disagreed, while 2 respondents representing 3.6% strongly disagreed. The study results indicate that 27 respondents representing 48.2% agreed that the costs of interviewing, recruiting, relocating, training and compensating employees rise, organizations are compelled to do a better job of planning, 24 respondents representing 42.9% strongly agreed, while 5 respondents representing 8.9% were neutral.

Moreover, 30 respondents representing 53.6% agreed that the advent of advanced technologies in production and transportation systems, communications, computers, energy, medicine have brought major changes, all of which affect Human resource Planning activities, 20 respondents representing 35.7% strongly agreed, while 6 respondents representing 10.7% were neutral. To add more, 36 respondents representing 64.3% agreed that technological change will undoubtedly pose challenges for further adaptation particularly in areas concerning Human Resource Planning, 16 respondents representing 28.6% strongly agreed, while 4 respondents representing 7.1% were neutral. Furthermore, 30 respondents representing 53.6% agreed that changing work attitude is a bid challenge facing organizations when planning for human resources, 20 respondents representing 35.7% strongly agreed, while 6 respondents representing 10.7% were neutral.

Moreover, 31 respondents representing 55.4% strongly agreed that changing employee attitudes toward relocations and transfers are creating new patterns of worker mobility in today's organizations, 20 respondents representing 35.7% agreed, while 5 respondents representing 8.9% were neutral. Also, 40 respondents representing 71.4% agreed that changes in individual work values and career attitudes are bringing strong pressures to bear on the work ethic and on management, 9 respondents representing 16.1% strongly agreed, while 7 respondents representing 12.5% were neutral.

These results are in agreement with Cole (2012), he indicated that the impact of the "baby boomer" on the labor market is yet another challenge most organization face in carrying out Human resource planning. The young group will not show significant expansion, portending, and possible future shortages of talent to meet needs or support growing number of retired workers. This is a challenge that most organizations face since they have to also plan for human resource wastage. It should be no surprise the

economic conditions do affect Human Resource Planning. Inflation recently a fact of life plays havoc with personnel costs. Recession places strains on management practices, strains that are often wrenching. In both conditions Human Resource Planning is a nagging concern for management to bear the burden of managing personnel as an economic resource with each expenditure viewed as a cost (Alcorso, 2013).

As costs of interviewing, recruiting, relocating, training and compensating employees rise, organizations are compelled to do a better job of planning. The costs associated with recruiting and orienting new employees are often astounding when the rates of attrition during the first years are taken into account (Armstrong, 2010). The development and application of new technology have been significant in shaping organizations and management practices. The advent of advanced technologies in production and transportation systems, communications, computers, energy, medicine have brought major changes, all of which affect Human resource Planning activities. Technological change will undoubtedly pose challenges for further adaptation particularly in areas concerning Human Resource Planning (Cenrich, 2012).

Human Resource Planning is increasingly influenced by laws. Employment discrimination laws pose very apparent and direct constraints and demands on Human Resource Planning. Additionally, labor laws, safety and healthy laws and a plethora of executive orders and agency regulations all serve to guide management practices. Employment laws and associated decisions interpreting these laws have a profound impact on the Human Resource Planning activities (Hodges & Kelly, 2008).

According to Walker (2010), changing work attitude is a bid challenge facing organizations when planning for human resources. Changing employee attitudes

toward relocations and transfers are creating new patterns of worker mobility in today's organizations. Changes in individual work values and career attitudes are bringing strong pressures to bear on the work ethic and on management. Underlying this shift is the possibility that many human resources no longer flatly subscribe to the work ethic and instead choose to trade income and opportunity ties for a recasting of life values and activities. Aligning such individual goals with the organizations is a big challenge (Lynch, 2014).



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter dealt with summary of findings, conclusions, recommendations and suggestions for further research.

5.1 Summary of the Study

The main purpose of the study was to assess human resource planning on organisational behaviour and performance, using the Ghana Education Service as case study. The researcher used descriptive research design for the study. Quantitative research approach was used. The population for the study was fifty seven (57), comprising 5 HR directors and 52 staff at the GES Ashanti Regional office. The purposive sampling technique was used to select all the fifty seven (57) participants for the study. The main instrument used to gather primary data was questionnaires. The computer statistical package for social scientists (SPSS version 20) was used to analyse data.

5.2 Major Findings of the Study

- Objective One: Establish the relationship between human resource planning and organizational performance at GES. The study indicates that human resource planning helps in assessing and recruiting skilled human resource. Moreover, HRP helps in creating and sustaining organizational performance and competitive advantage.

- It was also revealed that strategic human Resource management is the planned pattern of human resource deployment and activities intended to enable the organization to meet organizational goals and objectives.
- Also, human resource planning aims at fulfilling the objectives of manpower requirement. The study indicates that human resource planning measures that the organization acquires and utilizes the manpower effectively to achieve objectives.
- Objective Two: to identify the strategies use to improve human resource planning at the GES. The study results reveal that effective HRP in particular organization will enhance the creation of competitive advantage in production of goods and market share, leading to high performance of the organization.
- The study again revealed that performance goals can be achieved with the help of high performance work system which take into account the factors affecting individual performance and promote flexibility. Furthermore, aggressive recruitment and selection procedures, performance contingent incentives, compensation system and management development and training activities should be linked to the need of GES.
- The study indicates that GES new priorities should be more business and strategic oriented and less oriented towards traditional HR functions such as staffing, training, appraisal and compensation. Moreover, GES should organise various training and development campaigns to impart the required skill and ability in employees to perform the task efficiently and effectively.
- Objective three: To assess the challenges faced by an organisation in human resource planning. The study results indicate that unwarranted opposition and

scepticism on the part of management can be a hindrance to manpower development. Employees' resistance to change as expressed in the plans can be viewed as treacherous to their progress.

- The study also revealed that inaccurate manpower and financial projections can derail the principle behind the adoption and implementation of plans. Also, ambiguous recruitment, training and development plans will be difficult to effect due to the institution's financial constraints.
- It was again revealed that changing work attitude is a bid challenge facing organizations when planning for human resources. Moreover, changing employee attitudes toward relocations and transfers are creating new patterns of worker mobility in today's organizations.

5.3 Conclusions

The study results concluded that, there is a positive significant relationship between human resource plan and organisational performance. In other words, human resource audit helps in recruiting skilled human resources. Human resource forecast correlate well (Pearson Correlation coefficient value of 1) with creating and sustaining organizational performance and competitive advantage. Moreover, evaluation of human resource planning correlates well (Pearson Correlation coefficient value of 1) with fulfilling the objectives of manpower requirement.

5.4 Recommendations

According to the major findings of the study, the researcher made the following recommendations;

1. The planning Unit for Human Resources of GES should also involve the employees in the plans they make so that they feel part of the GES and also this would prepare them in case of any change. Planning for Human resources should be carried out regularly so as to discover any shortfalls as they may arise.
2. Different departments in GES should coordinate in order to have their Human resource needs catered for when planning for the institution as a whole. This should be accompanied with proper Human Resource records kept and an updated database so as to make plans based on accurate records.
3. It is also recommend that in planning for Human Resources different employee needs should be put into consideration, this is because different individuals have differing needs. This is line with making job transfers, staff motivation, restructuring, job rotations and other forms of adjustments.

5.5 Suggestions for Further Research

Future research can examine techniques for career planning and Human resource planning and organization and productivity.

REFERENCES

- Agyenim-Boateng, E. O. (2008). Problems associated with the management of performance appraisals in universities: The case of Ghanaian public sector universities. *Journal of Educational Management*, 5, 134-152.
- Al-Shammari, H. A. & Hussein, R. T. (2007). Strategic planning-firm performance linkage: Empirical investigation from an emergent market perspective. *Advances in Competitiveness Research*, 15(1/2), 15-26.
- Amaratunga, D., Baldry, D. Sarshar, M. & Newton, R. (2012). Quantitative and qualitative research in the built environment; Application of mixed research approach. *Work Study*, 51(1), 17-31.
- Anastasi, B. (2012). *Content validity, face validity, and quantitative face validity*. Retrieved from <http://www.burns.com/wcbcontval.htm> on April, 01, 2012.
- Appleby, R. C. (2014). *Modern business administration* (6th ed.) London: Pitman Publishing.
- Armstrong, M. (2010). *Human resource management*, (9th ed.). London: Prentice Hall.
- Armstrong, M. (2014), *A hand book of human resource management practices* (10th Ed). Great Britain: Cambridge University Press.
- Balunywa, J. W. (2013). *A Hand book of Business Administration*. (4th Ed) Kampala Business Publishing Group, Kampala, Uganda.
- Barman, E. A. (2011). Asserting difference: The strategic response of nonprofit organizations to competition. *Social Forces*, 80(4), 1191-1222.
- Bates, J.B. & Holton, G. (2015). Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99-120.
- Bermadin, M, Spector, B., Lawrence, P. R., Mills, D. Q., & Walton, R. E. (2015). *Managing human assets*. New York: Free Press.

- Blackmon, V. Y. (2008). *Strategic planning and organizational performance: an investigation using the balanced scorecard in non-profit organizations*. Ph.D. dissertation, Capella University, United States.
- Blinder, J. B. T. (2010). *Human resource management*, (5th ed.). London: FT Prentice Hall,
- Bogdan, R. C. & Biklen, S. K. (2012). *Qualitative research for education: An Introduction to theory and methods*. Boston; Ally and Bacon.
- Bramham. J. (2010). *Practical manpower planning*, (4th ed.). Institute of Personnel Management. London.
- Brown, R., Caldwell, R. & White, K. (2014). *Business Partnering: A New Direction* Jar HR. A guide. London: Chartered Institute of Personnel and Development.
- Brown, W. A. & Iverson, J. O. (2014). Exploring strategy and board structure in non-profit organizations, *Non-profit and Voluntary Sector Quarterly*, 33(3), 377-400.
- Bulla, S., & Scott, G. (2009). *Managing human resources*, (4th ed) Prentice Hall, New Delhi.
- Butter, G. & Lynch, H. (2012). Human Capital Investments and Productivity, *American Economic Review (papers and proceedings)* 86, 263-267.
- Cakar, F., Bititci, U., & MacBryde, J. (2012). A business process approach to human resource management. *Business Process Management Journal*, 9(2), 190-207.
- Campbell, S. (2010). *International handbook of entrepreneurship and HRM*, London: Edward Elgar.
- Cappelli, W., & Crocker-Hetter, P.L. (2016). *Management and organsational behavior*. USA: McGraw-Hill/Irwin.
- Cole G.A (2012). *Strategic management*. (3rd ed.). London and New York

- Cole, G. A. (2012). *Personnel and human resource management* (5th Ed.) London: Centre Learning EMEA
- Creswell, J. W. (2012). *Research design qualitative and quantitative approaches* California: SAGE Publication, Inca www.ernaldinsight.com
- Creswell, K. D. (2012). Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organisational competitive advantage. *Academy of Management Journal*, 46(6), 740-751.
- Crittenden, W. F., Crittenden, V. L., Stone, M. M., & Robertson, C. J. (2014). "An Uneasy Alliance: Strategic Planning and Performance in Nonprofit Organizations. *International Journal of Organizational Theory and Behavior*, 7(1), 81-106.
- Delery, J. E. & Doty, D. H. (2016). Modes of theorizing in strategic human resource management: tests of universalistic, contingency and configurational performance predictions. *The Academy of Management Journal*, 39, 802-835.
- Delery, J. E., & Doty, D. (2016). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of management Journal*, 39(4), 802-835.
- Duret, G. G. (2011). Teacher management addressing the challenges (Electronic version). *International Institute for Educational Planning Newsletter*. 21, (2) 1, 2-4
- Dzinyela, J. M. (2008). In-service education and training: An important tool for improving education at the basic level. *Journal of Educational Management*, 5, 40-57.

- Essemu T. (2008). Human Resource Training and Development as a key to the building of sustainable competitive strategy, empowering people No. 14. Makerere Business Journal Publications, Makerere.
- Forojalla, S. B. (2013). *Educational planning for development*. London: Macmillan Publishers Ltd.
- Franklin, P. W. (2011). Relationship Between Strategic Planning and Nonprofit Organizational Performance. Ph.D. dissertation, Capella University, United States. Retrieved August, 2011, from ProQuest Dissertations and Theses: Full Text database. (Publication No. 3440040).
- Garry E. (2012). *Journal of workplace learning* 7(12), pp296-300, MCB University Press.
- Giffords, E. D., & Dina, R. P. (2011). Strategic planning in nonprofit organizations: Continuous quality performance improvement - a case study. *International Journal of Organization Theory and Behavior*, 7(1), 66-80.
- Griggs, O. (2013). *Performance-based rewards for teachers: A literature review*. Paper presented at the 3rd Workshop of Participating Countries on OECD's Activity Attracting, Developing and Retaining Effective Teachers, Athens, Greece.
- Grosby, P. B. (2010). *Quality is free, the art of making quality certain*. New American Library, New York.
- Guest, B. (2007). The impact of human resource management on organisational performance: progress and prospects, *The Academy of Management Journal*, 39(4), 779-801.
- Hamel O'Connell, C. (2010). Does training really work?: *The returns to company training in industrial and labour relations review* 54(3), pp245-647.

- Handouusa, J.C. (2008). Strategic human capital management in SMEs: an empirical study of entrepreneurial performance, *Human resource management*, 42(4): 375-392
- Harrison, R. T. (2012). Improving labor productivity: human resource management policies do matter, *Strategic Management Journal*, 17(5), 335-354
- Hassan, J.P. (2010). High-involvement work practices, turnover, and productivity: evidence from New Zealand, *Academy of Management Journal*, 44(1): 180-190.
- Hernes, G. (2011). Managing learning by managing teachers (Electronic version). *International Institute for Educational Planning Newsletter*, 21, 2-2.
- Hodges, B. & Kelly, P. (2008). Formal human resource management practices in small growing firms, *Journal of Small Business Management*, 43(1):16-40
- Hunt, M. (2010). *Teacher Turnover, Teacher Shortages, and the Organization of Schools Center for the Study of Teaching and Policy* Washington: University of Washington.
- Huselid, M. A. (2014). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.
- Ichniowski, C., Shaw, K. & Prennushi, G. (2013). The effects of human resource management practices on productivity: a study of steel finishing lines. *The American Economic Review*, 87(6), 291-313.
- Ivan Cenrich, R. (2012). Affective, normative and continuance commitment: Can the 'right kind' of commitment be managed? *Journal of Management Studies*, 36(3), 307-333.

- Jerry, V. (2013). "At the crossroads. Is human resource management on the right tract? And where exactly is it headed?", *Management*, 49(26), 28-30
- Jing, E. & Huang, S. (2015). *Managing human resources: A Partnership Perspective*. Ohio, South-Western College Publishing.
- Johne, A. (2009). Insurance Product Development: Managing the changes". *International Journal of Bank Marketing*, 11(3), pg .5.
- Kane, J. (2014). Human resource management and organizational performance. *American Behavioral Scientist*, 37(7), 948-962.
- Katzell, M. (2015). The value of continuous professional development: teachers' perspective (Electronic version). *South African Journal of Education*, 27 (1), 53-67.
- Kim, P. (2015). *The handbook of psychological testing* (2nd ed.). London: Routledge.
- Lawler, E., Dochy, F., Michielsen, M., & Moeyaert, B. (2013). *The ultimate advantage: creating the high-involvement organization*. San Francisco: Jossey-Bass.
- Linsey, H. (2017). *Management Global Perspective*, (10th ed.). New Delhi: McGraw-Hill.
- Lynch, J. (2014). HR initiatives support bell helicopter's new plant operations. *Workforce Management*, 72, 60.
- Mankoe, J. O. (2017). *Educational administration and management in Ghana* (2nd Ed.). Kumasi: Payless Publication Ltd.
- Mankoe, N. (2010). *Commitment in the workplace: theory, research, and application*. Thousand Oaks: Sage.
- Mathews, C. B. (2008). *Human resource management*. New Delhi: Sultan chand and dsans Educational Publisher

- McDuffie, G. (2013). Organisational change and outdoor management education. *Human Resource Management, 36*(2), 235-250.
- Mintzberg, F. (2008). *Human Resource Management*, (2nd ed.). USA: McGraw-Hill Company Inc.
- Moxley, D. (2004). *Organization behavior* (5th ed.), New York, U.S.A: McGraw Hill Company.
- Mullins, J. (2013). *Human resource planning* (6th ed.). New Delhi: Vikas
- Mullins, L. J. (2013). *Management and organizational behaviour*, (7th ed.), FT London UK: Prentice Hall.
- Pinder, C. (2014). *Work motivation: Theory, issues, and applications*. Glenview: Scott Foresman & Co.
- Poffer, C. F (2009). *Canadian personnel management & human resources*, (2nd ed.), McGraw-Hill Ryerson Limited.
- Ramanathan, O. (2012). *Human Resource Management*, (1st ed.). Nairobi Kenya: Paulines Publication Africa.
- Randall, S. (2010). *Human resource planning*. New Delhi: Vikas Publishers.
- Rebore, R. W. (2017). *Human resources administration in education: A management approach* (8th ed.). Boston: Pearson
- Rothwel, H. & Holden, U. (2015). *Human Resource Management*, (1st Ed). London
- Rudman, J. S. (2013). *Management concepts and strategies*. New Delhi: Vikas House PVT.
- Rues, L. W., & Byars, L. L. (2015). *Management skills and application* (7th ed). Chicago: Irwin.
- Scott, A. (2014). *How HRM affects corporate financial performance: Evidence from Belgian SMEs*. Working Paper Steunpunt OOI: 2014.

- Smith, J. C. (2011). *Human Resource In Africa Work Organization*, vol.1, University of Dar es Salaam.
- Stonner, D. (2013). A model of voluntary turnover in state government. *Review of Public Personnel Administration*, 20(2), 63-74.
- Timperley, C. M., & Session, A. (2009). Preparation, recruitment and retention of teachers (Electronic version). *Education Policy Series 5*, 1 - 26
- Torrington, J., & Hall, K. (2012). *Managing human resources and industrial relations*. Milton Keynes: Open University Press.
- Trainer, F. (2014). *Organizational Behaviour*, (10th ed.). New York: McGraw Hill Irwin.
- Vertter, D. (2009). Measuring human resources: An overview of practice and a prescription for results. *Human Resource Management*, 36(3), 303-320.
- Walker J.W. (2010). *Human resource planning* (4th ed.). UK: Prentice Hall.
- Wright, M. (2008). *Personnel management new approach* (2nd Ed), UK: Prentice Hall.
- Wright, P. A. (2013). *The human resource-firm performance relationship: Methodological and theoretical challenges, A guide to the human impact of modern working practices*. London: John Wiley and Sons.
- Zander, E. (2010). *Human resource planning*, (2nd ed.). New Delhi: McGraw-Hill.

APPENDIX A

UNIVERSITY OF EDUCATION, WINENBA

COLLEGE OF TECHNOLOGY EDUCATION

QUESTIONNAIRE FOR HUMAN RESOURCE DIRECTORS AND STAFF

Dear Respondent,

I am carrying out a study on the topic “**HUMAN RESOURCE PLANNING ON ORGANISATIONAL BEHAVIOUR- A CASE STUDY OF GHANA EDUCATION SERVICE, GES, KUMASI METROPOLIS**”. You have been randomly selected to participate in the research by completing the questionnaire. It would thus be very helpful if you assist by answering the questionnaire as per instructions at the beginning of each section. You are required to provide the most appropriate answer in your opinion. Your responses will be kept confidential. In any case the questionnaire is anonymous. Thank you.

INSTRUCTION: Please tick where applicable and supply details where required.

Section A: Demographic Information of the Respondents

1. Gender:

Male [] Female []

2. Age of respondent:

26-35 years [] 36-45 years [] 46-55 years [] 56-65 years [] above
66 years

3. Academic attainment:

Bachelor's degree [] Master's degree [] PhD [] Others [] please specify

.....

Are you aware with the planning and implementation of human resources in the GES?

(a) Yes ()

(b) No ()

Do you think human resources plans and its implementation are given enough priority?

(a) Yes ()

(b) No ()

Give reasons

(i)

(ii)

(iii)

Section B: The relationship between human resource planning and organizational performance at GES.

Please rank the following statement on the Likert scales ranging from strongly disagree to strongly agree;

Where; 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree

Statement(s)	1	2	3	4	5
Human resource planning helps in assessing and recruiting					

skilled human resource.					
A better understanding of the role of the implementation of strategic human resources management in creating and sustaining organizational performance and competitive advantage.					
Strategic Human Resource Management is the planned pattern of human resource deployment and activities intended to enable the organization to meet organizational goals and objectives.					
Human resource planning aims at fulfilling the objectives of manpower requirement.					
Human resource planning measures that the organization acquires and utilizes the manpower effectively to achieve objectives.					
HRP should be associated with reducing the impact of uncertainty which are brought by sudden changes in processes and procedures of human resource management in the organization.					

Is there any relationship between human resource planning and Institutional performance?

(a) Yes ()

(b) No ()

If the answer is Yes/No, Give reasons

(i)

(ii)

(iii)

(iv)

Do you agree that there is coloration between effective human resource planning and Institutional performance?

(a) Yes ()

(b) No ()

If the answer is Yes/No, Give reasons

(i)

(ii)

(iii)

(iv)

Section C: Strategies to improve human resource planning at the GES.

Please rank the following statement on the Likert scales ranging from strongly disagree to strongly agree;

Where; 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree

Statement(s)	1	2	3	4	5
Effective HRP in particular organization will enhance the creation of competitive advantage in production of goods and market share, leading to high performance of the organization					
Performance goals can be achieved with the help of high performance work system which take into account the factors affecting individual performance and promote flexibility.					
Aggressive recruitment and selection procedures, performance contingent incentives, compensation system and management development and training activities should linked to the need of GES					
To improve firm performance and create firm competitive advantage, HR must focus on a new set of priorities.					
The GES new priorities should be more business and strategic oriented and less oriented towards traditional HR functions such as staffing, training, appraisal and					

compensation.					
The GES should organise various training and development campaigns to impart the required skill and ability in employees to perform the task efficiently and effectively.					
The GES should focus on the optimum utilization of human resource to minimize the overall cost of production.					

Section D: The challenges of human resource planning.

Please rank the following statement on the Likert scales ranging from strongly disagree to strongly agree;

Where; 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree

The challenges of human resource planning	1	2	3	4	5
Unwarranted opposition and scepticism on the part of management can be a hindrance to manpower development.					
Employees' resistance to change as expressed in the plans can be viewed as treacherous to their progress.					
Inaccurate manpower and financial projections can derail the principle behind the adoption and implementation of plans.					

<p>Ambiguous recruitment, training and development plans that will be difficult to effect due to the institution's financial constraints.</p>					
<p>Inability to maintain accurate and comprehensive staff records.</p>					
<p>The type of institution can also make it impossible for effective and efficient human resource planning practices.</p>					
<p>The impact of the "baby boomer" on the labor market is yet another challenge most organization face in carrying out Human resource planning.</p>					
<p>Economic conditions do affect Human Resource Planning.</p>					
<p>The costs of interviewing, recruiting, relocating, training and compensating employees rise, organizations are compelled to do a better job of planning.</p>					
<p>The advent of advanced technologies in production and transportation systems, communications, computers, energy, medicine have brought major changes, all of which affect Human resource Planning activities.</p>					
<p>Technological change will undoubtedly pose challenges for further adaptation particularly in areas concerning Human Resource Planning.</p>					

Changing work attitude is a bid challenge facing organizations when planning for human resources.					
Changing employee attitudes toward relocations and transfers are creating new patterns of worker mobility in today's organizations.					
Changes in individual work values and career attitudes are bringing strong pressures to bear on the work ethic and on management.					

Thanks for your cooperation!!!

