

UNIVERSITY OF EDUCATION, WINNEBA

**EFFECT OF HUMAN RESOURCE PLANNING ON THE ACTUALISATION
OF ORGANISATIONAL OBJECTIVES: A CASE STUDY OF
AWUTU SENYA EAST MUNICIPAL ASSEMBLY, KASOA**

JANE SAFO- JONES



MASTER OF BUSINESS ADMINISTRATION

2023

UNIVERSITY OF EDUCATION, WINNEBA

**EFFECT OF HUMAN RESOURCE PLANNING ON THE ACTUALISATION
OF ORGANISATIONAL OBJECTIVES: A CASE STUDY OF
AWUTU SENYA EAST MUNICIPAL ASSEMBLY, KASOA**

JANE SAFO-JONES

201809177



**A Dissertation submitted to the Department of Management
Sciences of the School of Business, University of Education, Winneba,
in partial fulfilment of the requirements for the award of degree of
Master of Business Administration
in Human Resources Management**

DECEMBER, 2023

DECLARATION

Student's Declaration

I, **JANE SAFO- JONES** hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been duly acknowledged. I am exclusively responsible for any shortcomings.

SIGNATURE:

DATE:



SUPERVISOR'S DECLARATION

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

SUPERVISOR'S NAME: **DR. ABDUL K. ADAM**

SIGNATURE:

DATE:

DEDICATION

I dedicate this work to my ever- supportive family.



ACKNOWLEDGEMENTS

This work was made possible with the kind help of many individuals I desire to recognize.

First and foremost, my remarkable thanks go to Dr. Abdul K. Adam of the Department of Management Sciences, UEW who through his contribution and guidance in different ways made this study work a success.

Secondly, I am thankful to my family for their prayers and support.



TABLE OF CONTENTS

Contents	Page
DECLARATION	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
LIST OF TABLES	x
LIST OF FIGURES	xi
ABSTRACT	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background to the Study	2
1.2 Problem Statement	4
1.3 Objectives of the Study	5
1.4 Research Questions	5
1.5 Significance of the Study	6
1.6 Ethical Consideration	7
1.7 Organization of Chapters	7
1.8 Limitation of the Study	8
1.9 Delimitation of the Study	8
1.10 Summary	8



CHAPTER TWO	10
LITERATURE REVIEW	10
2.0 Introduction	10
2.1 Concept of Human resource Planning	10
2.2 Aligning Human Resource Planning to Organizational Strategic goals and Objectives	18
2.3. Role of Human Resource Planning in Ensuring Optimal Staffing	19
2.4 The role of Human Resource Planning on Employee Motivation	20
2.5. The role of HRP Succession Planning	22
2.6 Contribution of Human Resource Planning on Organizational Objectives	22
2.7. Theoretical Framework	23
2.7.1 Human Capital Theory	23
2.7.2 Resource Based View Theory	24
CHAPTER THREE	27
RESEARCH METHODOLOGY	27
3.1 Research Design	27
3.2 Target population	28
3.3 Sample Size and Technique	28
3.4 Data Collection Methods	29
3.4.1 Questionnaire	29

3.4.2 Interview	30
3.5 Data Analysis and Presentation	30
CHAPTER FOUR	31
DATA ANALYSIS /PRESENTATION, AND DISCUSSION OF THE STUDY FINDINGS	31
4.0 Introduction	31
4.1 Demographic Information of Respondents	31
4.1.1 Gender of Respondents	31
4.1.2 Age of the Respondents	33
4.1.3 Marital Status of Respondents	34
Table 1: Marital Status of Respondents	34
4.1.4 Qualification of Respondents	34
4.1.5 Experience of the Respondents	36
4.1.6 Position of Respondents in the Assembly	37
4.2 Relationship between Human Resource Planning and Institutional Objectives	37
4.2.1 If Yes, Give Reasons	38
4.3 Impact of Human Resource Planning towards its stated objectives of the Institution	38
4.4 The impact of optimal staffing on the Assembly meeting its stated objectives	41

4.5 Problems Faced By Respondents in Human Resources Planning and its Implementation	43
4.6 Causes on the Problems of human resource planning and its implementation	44
4.7 Measures to be taken in Order to Overcome the Problem on Human Resource Planning and its Implementation	45
4.8 Effects to the Institution Due to Poor Human Resource Planning	47
CHAPTER FIVE	49
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	49
5.1 Introduction	49
5.2 Summary of the Study Findings	49
5.3 Conclusion	50
5.4 Recommendation	51
5.4.1 Central government and ministries to provide effective support	51
5.4.2 Introduce and improve measures on relating employees	51
5.4.3 The District top management should increase commitment	52
REFERENCE	53
APPENDICES	61
Appendix I: Research Questionnaire	61



LIST OF TABLES

Contents	Page
1: Marital Status of Respondents	34
2: Position Distribution of Respondents	37
3: Relationship between Human Resources Planning and Institutional Objectives	38
4: Impact of Human Resources Planning	40
5: Impact of Optimal Staffing	42
6: Problems Faced By Respondents in Human Resources Planning and its Implementation	43
7: Causes on the problems of planning of human resources and its implementation	45
8: Measures to be taken to overcome the Problem on Human Resource Planning and its implementation	46
9: Effects to the Institution Due to Poor Human Resource Planning	48

LIST OF FIGURES

Contents	Page
1 Gender of the Respondents	32
2: Age of the Respondents	33
3: Qualification of the Respondents	35
4: Number of working experience	36



ABSTRACT

The study envisioned to determine the impact of human resource planning for the actualization of organisational objectives. The specific objectives of the study were: to determine the relationship between Human Resource Planning and Organizational objectives, to analyze the factors that will lead to effective implementation of Human Resource Planning attaining its objectives and finally investigate the problems faced by Awutu Senya East Municipal Assembly on implementing human resource planning towards its stated objectives. Awutu Senya East Municipal. Kasoa was used as a case study. Sample selection involved a simple random sampling. 84 employees were selected as a study sample. Data were collected through Questionnaires, and other document review. The collected data were edited, organized to meaningful way and were analyzed and presented in by using qualitative research procedures. The major findings show that human resources planning has strong relationship with organization's objectives. Human resources planning its impacts are to the individual employee, the institution and the country as a whole. Nevertheless, finding revealed that human resource planning is hardly implemented at the assembly. However, when there is proper and effective human resource planning automatically will result in good output due to effective and efficient performance of an institution thereby meeting the institution's stated objectives. On the other hand, in order to fulfill the stated purpose, top district management, the central government, and their respective ministries are to be creative and increase commitment in daily planning and implementation of human resource planning. The study recommends that the central government in collaboration with its ministries should provide the required support in terms of finance and cooperation to the local government and other public institution in order to ensure the effective implementation of human resource planning.

CHAPTER ONE

INTRODUCTION

People create organizations, and those same people are the organization's most valuable strategic resource. Effective human resource planning is a mechanism for building long-term capacity to meet the workforce challenges (Choudhury, 2007), which is why human resource management has the potential to enable organizations to survive. According to (Lunenburg, 2012), all organizational objectives are achieved through effective human resource planning.

These days, businesses plan their strategies to obtain an advantage over rivals in the worldwide market. The majority of firms are determined to meet its objectives i.e., provide more profit because of the high knowledge needs. In order to accomplish such goals, employees must perform effectively and develop their potential in order to achieve this aim (Al-Qudah et al. 2014).

In light of this, it is crucial for firms to ascertain how many employees they require as well as the kind of employees they need in order to satisfy their current and future business demands. When an institution takes on this responsibility, it implies that it is conducting precisely what is known as workforce planning in the public sector (Armstrong, 2009).

Additionally, there must be an appropriate deployment of human resource in organizations in order to meet its stated objectives. Human resources are used by enterprises to achieve its standards. As with all organizations, effective human resource planning is necessary to meet all of their goals. Effective human resource planning in this situation ought to be a

tool for creating long-term planning in order to address the workforce concerns (Choudhury, 2007). As a result, human resource management has the potential to enable firms to remain competitive and profitable (Werner, Jackson, & Schuler, 2012).

1.1 Background to the Study

Although people's understanding of Human Resource Planning (HRP) differs, the general objective is how to use scarce talents in an effective way in the interest of work and organization. Human Resource Planning may be seen in its entirety as an effort to anticipate the future of the organization and to provide personnel to fulfil that organization and to satisfy customer's demands. Human Resource Planning is also the personnel process that attempt to provide adequate HR to achieve future organizational objectives. It includes forecasting future needs for employees of various types, comparing these needs with the present workforce and determining the numbers and types of employees to be recruited or phased out of the organization's employment group.

Forecasting the organization's future needs for human resources and making plans to fill those needs are both parts of human resource planning, according to (Antamoshkina et al. 2020) and (Fenech et al 2019). Additionally, they emphasized that human resource planning necessitates not only the creation of objectives but also the creation and implementation of specific programs like staffing, appraising, compensating, and training that will guarantee that people are accessible with the proper qualities and skills whenever and wherever the organization needs them.

Organization should include HR planning because it ensures the achievement of all of the organization's goals. The ability, inventiveness, and dedication of an organization's staff

play a significant role in its success. Surprisingly, many firms have a propensity to ignore the issue of HR planning, and some even don't fully understand it. However, businesses that frequently ignore the planning aspect have a low chance of surviving in the long run; it goes without saying that effective HR planning can assist in effectively addressing a number of challenges (Paradis and Whitehead, 2018). Organizations adopted the human resource planning component as a result of this belief. Even when top managers were adhering to human resource management standards in the past, there was no suitable way to manage employees within firms.

Planning for human resources is a crucial component of any work group's strategic plan because it plays a crucial role in the success of the firm (Järlström et al., 2018). Organizations are able to retain a desirable human resource position using HRP while anticipating future requirements to have the right numbers and types of people when they're needed. Therefore, HRP is a strategy for the company to hire, utilize, develop, and keep its staff by analyzing current and future human resource demands and developing strategies to cover any projected manpower gaps (Madanat and Khasawneh, 2018). According to (Dixit and Arrawatia, 2018), the HRP function enables an organization to estimate its labor requirements, determine the quantity and source of supply that will meet the demand.

(Essamri et al., 2019), who have emphasized the importance of HR, have suggested that employees are a crucial resource in an organization because they have the power to influence the corporate image and, as a result, the success or failure of the business. Effective HRM enables managers to set plans and hire qualified personnel while also

assisting people in locating fulfilling employment with opportunities for career advancement.

Thus, an effective HRP will make it possible for Awutu Senya East Municipal Assembly to connect its structures, personnel, and organizational growth objectives effectively. This is only possible if the company has a robust HRP process in place. In light of the aforementioned, this study will examine how Awutu Senya East Municipal Assembly's human resource planning affects the actualization of company's objectives.

1.2 Problem Statement

Despite the fact that HR plays a crucial role in promoting better public service delivery, there is general evidence to suggest that HRP is given a secondary status and is infrequently used in strategic decision-making. (Moyo, 2015) claims that only a very small percentage of HRP processes are used effectively in the public sector. (Armstrong, 2020) confirms the previous assertion by claiming that HRP is unusual in the civil service. Organizations' inability to see the importance of the inclusion of important employee data, their lack of expertise or capacity to support HRP, and the perception that HRP is not HRM's top priority are the causes of this lethargic approach to HRP.

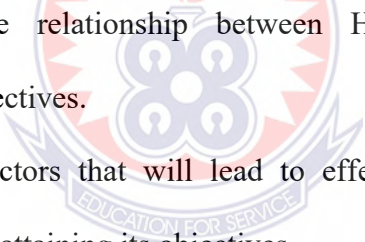
According to (Amuad, 2015), poor and unproductive human resource planning is the main reason why most institutions fail to achieve their stated goals and objectives. The Assembly's service delivery is significantly impacted by both a staffing shortage and a dearth of critical abilities and competencies needed for efficient operation. Staff unrest has been widespread, which has resulted in subpar service. (Moyo, 2015) claims that not

enough research has been done on HRP in the civil service as a whole. Therefore, it is necessary to conduct a thorough investigation to reveal the role that HRP practices play in achieving organizational goals, particularly in the Awutu Senya East Municipal Assembly in Kasoa.

1.3 Objectives of the Study

The main objective of this study is to determine the impact of human resource planning on the actualization of company objectives specifically in Awutu Senya East Municipal Assembly.

The specific objectives are as follows:

- 
- 1) To determine the relationship between Human Resource Planning and Organizational objectives.
 - 2) To analyze the factors that will lead to effective implementation of Human Resource Planning attaining its objectives.
 - 3) To investigate the problems faced by Awutu Senya East Municipal Assembly on implementing human resource planning towards its stated objectives.

1.4 Research Questions

1. What is the relationship between HRP and attainment of Organization objectives?
2. What are the factors that will lead to effective implementation of Human Resource Planning in attaining its objectives?
3. What are the problems faced by Awutu Senya East Municipal Assembly in implementing HR planning in the organization?

1.5 Significance of the Study

The study is significant for both scholarly research and the development of policy. The study's findings may be used by Awutu Senya East Municipal Assembly line managers and HR professionals to create strong human resources policies and regulations. This encourages the application of HR best practices for aligning labor supply with anticipated demand based on organizational strategy.

The suggestions offered by the study could help the Organization make sure that the difficulties with succession planning are adequately addressed. In order to properly carry out its mission, the organization will be able to maintain the ideal workforce numbers, guarantee that important roles are staffed at all times, and preserve the necessary competencies and skills.

The study's findings will help many organizations, including the host organization, become much more alert. Managers will be able to set up effective human resources policies to match the labor supply with anticipated demands based on organizational strategies. The management can then create both short-term and long-term HR strategies and plans to correct the mismatch.

This study is intended for organizational development managers, human resource specialists, and other leaders who are interested in learning more about the impact of poor and inefficient human resource planning processes. Sincerity be damned, the study's results will allow the researcher to finish the requirements for a master's in human resource management. Even better, the study will provide as another source of information.

1.6 Ethical Consideration

The researcher observed ethical codes in research during the conduct of the study. Anonymity of respondents is ensured and respondent's participation is voluntarily agreed on in this research. Acknowledgement of sources is done by the researcher to avoid plagiarism and also seek to maintain fairness, honesty and truthfulness when undertaking the study or research.

1.7 Organization of Chapters

The study is organized in five chapters. Chapter one includes the introduction, background of the study, statement of the problem, objectives, scope of the study, delimitations and limitations of the study, research methodology and the approach to be adopted. Chapter two comprise of conceptual review on the impact of human resource planning for the actualization of Institution objectives, theories underpinning the study and empirical review of related studies concerning human resource planning. Chapter three focus on the methodology and the data collection and analysis procedures of the research. It consists on discussion on quantitative, research instruments, data collection and analysis procedure as well as the variables chosen for the questionnaires. Chapter five outlines the analysis and interpretations on the findings for human resource planning and actualization of Institution objectives and their effective mechanisms. It also present reviews of some of the statistics of the survey. Chapter 5 discusses main findings that can be drawn from the research, conclusions and recommendations.

1.8 Limitation of the Study

Finance was no doubt a great limited of factors for this project considering the worldwide economic recession and the particular financial squeeze within the country. All these combined together was a burden to the researcher. There is also limited amount of time in the course of investigation. This is based on the fact that the researcher will have other task to perform, these include often assignment in the school going for lectures, preparation for test, examination and other to mention but few. The school authority imposed a time limit in the submission of the complete work. Based on these the project will cover those areas that are very crucial to the problems under investigation. Another limitation is that the researcher was not permitted to make use of certain documents for security purpose because the organization would not like its secret to be leakage out.

1.9 Delimitation of the Study

The research was conducted at Awutu Senya East Municipal Assembly, Kasoa. The research is limited to only administrative staffs of the assembly. The focus on Human Resource Planning and its impact on organizational objectives was limited to the dimension of employee engagement; behavioral engagement, cognitive engagement and affective engagement.

1.10 Summary

In summary, this seeks to introduce the nature of the problem studied in this research with regards to the background to the study, rationale for the study, aims and objectives of the study, research questions, ethical consideration and the organization of the study among other components. It also points out how the study is carried out (research methodology

and approach to be used), conceptual and theoretical framework. In this regard, this chapter provided the basis for the other 4 chapters for this study. The next chapter of the study dwells on the review of the related literature and theories related to the study.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed literature of previous researchers related to this study topic. It was organized according to the objectives of the study and has the following sub- sections; the concept of HRP. Aligning HRP to organizational strategic goals; role of HRP in ensuring optimal staffing, succession management plans; and impact of HRP on performance of the organization.

2.1 Concept of Human resource Planning

In contrast to managers in other disciplines of study, scholars and professionals in the field of human resource management have had a major interest in human resource planning. Planning for human resources encompasses all actions taken by human resource managers to predict both current and future labor force requirements. Human resource planning is the process of preparing for the departure of retired staff and also replacing them with new hires. According to Armstrong (2020), human resource planning only defines how human resource managers evaluate the current position of an Institution's labor force in relation to what it hopes to accomplish in the future.

The process through which the administration seeks to provide information on the number of employees it has as well as the expected workforce it will need in the future is known as human resource planning. Human resource planning is a process that involves using pertinent data to support decisions on how to allocate resources to manpower activities.

According to (Samwel, 2018) study, human resource planning is the process by which an Institution's workforce requirements are identified and strategies are created to address them. Human resource planning, according to Vetter (2018), is the process through which management decides how the organization should transition from its current workforce configuration to its desired position.

The availability of labor is impacted by factors like as globalization, competitiveness, information technology, advancements, new markets, consumer trends, as well as other newly emerging problems. Consequently, there is a need for specialized methods of human resource planning. This is crucial for estimating future demand and supply for human resources to ensure that businesses maintain appropriate workforce levels (Akhigbe, 2020). The process of ensuring a specific organization has enough personnel with the best capabilities deployed or put in accordance with their expertise is known as human resource planning.

Planning for human resources is considered as an Institution's attempt to foresee future demands on both the business and the environment. A key component of human resource management, known as the process that identifies an Institution's personnel requirements, is human resource planning. It creates interventions, technology, and other initiatives to enable the Institution to meet its needs. The procedure includes assessing the assignment and developing requirements for staff members' status-seeking in terms of professional growth. Enhancing staff members' knowledge, skills, and abilities is one of three main degree strategies that come with human resource planning that can increase business productivity (Delery & Doty, 2017). Knowing what the task includes will help you choose

and select the best workers for a certain job. It is the responsibility of human resources to provide employees with job analysis, which is a process for learning about tasks through a methodical assessment of work content (Deb, 2021). Task summary and work specification are the two main parts of the task analysis. The task summary is a written description of the obligations and tasks expected of a job holder.

The task title, the name of the incumbent's direct supervisor, a brief explanation of the position's purpose, and a list of the employees' responsibilities and duties are often included. The work requirement is a written document that lists the credentials an employee needs to fulfill both the job description's requirements and additional requirements. Task analysis provides useful data for estimating future staffing demands as well as other personnel management tasks (Sanchez, 2019). For example, the information generated by the task analysis can be made use of to create suitable employment and also selection approaches to figure out dimensions on which personnel should be examined, to identify the worth of work for compensation purposes, and also to establish training programs for personnel.

The observation of people working at the activity is one of the easiest task analysis techniques. Observation is a wonderful approach to evaluate jobs that typically include visible physical activity. Jobs include machine operator, groundskeeper, and maintenance workers. Projecting demand and supply for human resources involves employing a number of advanced statistical techniques based on appraisal and estimates (Jackson & Schuler, 2020). These projection methods are outside the purview of this debate. Forecasting need,

on a more practical level, comprises determining the numbers and types of personnel that an Institution will eventually require in the future.

When estimating future personal demands, the majority of managers consider a variety of factors. The importance of the market for the business's goods and services. Markets and sales figures are therefore originally forecasted in an Institution. The personnel required to provide the expected capability is then roughly estimated (Margolis & Morgan, 2018). Other factors that are frequently taken into account when predicting the need for employees include spending plan constraints, turnover brought on by resignations, discontinuations, transfers, and retirements, new developments in the industry, decisions to improve the quality of services offered, as well as goals for minority hiring. When predicting the availability of workers, managers typically take into account factors like promoting individuals from inside the organization, finding candidates who are enthusiastic and capable of receiving training, and accessibility.

According to (Khera and Gulati, 2021), valid measures of human resource planning include projecting manpower demand as well as critical action, appropriate financing, private competence, the age of potential applicants, and the applicants' social histories; contrasting the supply with anticipated need and the future workforce; employment, training and development, worker retention, and succession planning. Based on the aforementioned elements of enough money, individual proficiency, age, and social history of human resource planning components. This is due to the fact that every candidate's or human resource's funding, talents, age, and cultural past are crucial to the sustainability of every

organization. The elements affecting both internal and external dimensions of human resource planning (Sanchez, 2019).

Government policies, political environment changes, and economic factors including increased living expenses, deflation, and financial recession are all examples of outside factors. Other factors include changes in technology, competition between businesses operating in the same industry, the availability of qualified staff, modifications to the educational environment, demographic trends throughout time, a lack of intentional cultural practices, and market fads. The internal factors include enough financing, a sound corporate structure, Institution size, expansion, and diversity; changes in functional time; responses to organizational growth; and employee turnover. According to some, the government needs to look at key factors that are fundamental to both businesses and potential employees in order to improve employee retention in today's dynamic labor market (Avedon, Cerrone, Graddick-Weir & Silzer, 2018).

It is emphasized that in order for an Institution to be a top employer, it must both recruit new employees and keep the talent it already has on staff. It is presumable that a number of factors, including remuneration, influence both the recruitment and retention of employees. Although remuneration is a factor in competitiveness, it is often not the only factor that employees or future employees consider to be crucial. People would like to help an organization that they are glad to partner with. (Okoye and Ezejiofor, 2021) made the case that the factors that influence the retention of the current labor force and also the recruitment of new workers include support for professional advancement, opportunities for career advancement, the presence of dependable leaders, the capacity to influence

business campaigns and also directions, flexible work environments, workplace innovation, communication, and also acknowledgment and respect. The ultimate goal of the human resource function is to assist the business in achieving its goals by attracting and motivating the most talented personnel to perform at their peak (Sheehan, Ellinger & Ellinger, 2018).

Some organizational values might be prohibited as unethical by an employee's culture (Ofori, 2019). For instance, hiring a staff member who believes alcohol is a plague into the brewery industry would signal that the business is doomed to fail because the employee would never perceive anything positive coming from that organization due to his or her belief. Another example is when a staff member maintains a spiritual taboo against serving a particular food item, which could not work well in a public restaurant where almost all dishes are served to customers from all cultural backgrounds. Managers and people specialists need to include culture as one of the elements of human resource planning in every organization. Before making plans for human resources, human resource managers must consider the availability of funds to cover the salaries of the hires who will be paid over time before specific earnings will be made (West, Guthrie, Dawson, Borrill & Carter, 2020). This is one of the key components of human resource planning, and without it, enterprises cannot advance.

We have some limited specialized literature on the processes used to translate organizational strategic goals and external factors into human resources goals. Corporate planning literatures and literature on organizational change are useful as sources of inspiration for this particular study. What an employee does or does not is largely the focus

of studies on HRP and performance. The following aspects of an employee's performance are common to most jobs: quantity of output, quality of output, timeliness of output, presence at work, and cooperativeness.

In contrast to managers in other disciplines of study, scholars and professionals in the field of human resource management have had a major interest in human resource planning. Planning for human resources encompasses all actions taken by human resource managers to predict both current and future labor force requirements. Human resource planning is the process of preparing for the departure of retired staff and also replacing them with new hires. According to Armstrong (2020), human resource planning only defines how human resource managers evaluate the current position of an Institution's labor force in relation to what it hopes to accomplish in the future. Planning for human resources is the process through which the administration strives to provide details on the number of employees it has. Human resource planning is a process that involves using pertinent data to support decisions on how to allocate resources to manpower activities. According to (Samwel, 2018) study, human resource planning is the process by which an Institution's workforce requirements are identified and strategies are created to address them. Human resource planning, according to Vetter (2018), is the process through which management decides how the organization should transition from its current workforce configuration to its desired position.

The availability of labor is impacted by factors like as globalization, competitiveness, information technology, advancements, new markets, consumer trends, as well as other newly emerging problems. Consequently, there is a need for specialized methods of human

resource planning. This is crucial for estimating future demand and supply for human resources to ensure that businesses maintain appropriate workforce levels (Akhigbe, 2020). The process of ensuring a specific organization has enough personnel with the best capabilities deployed or put in accordance with their expertise is known as human resource planning. Planning for human resources is considered as an Institution's attempt to foresee future demands on both the business and the environment. A key component of human resource management, known as the process that identifies an Institution's personnel requirements, is human resource planning. It creates interventions, technologies, and other initiatives to enable the organization to meet its needs. The procedure entails assessing the assignment and developing standards for staff members' status-seeking in terms of professional development. Human resource planning is accompanied by three basic degree techniques which can boost the business efficiency; they include boosting the expertise, abilities and also abilities amongst staff members (Delery & Doty, 2017).

Numerous innovative approaches and operational philosophies have always been developed as a result of efforts to increase organizational and process efficiency. Numerous innovations in management paradigms, particularly in the field of organizational excellence, have been made. Porter's "Five Forces," Kaplan and Norton's "Heart of Change," and John Kotter's "Execution Management" are a few significant examples in the fields of strategy, performance, and change (Kotter & Cohen, 2002). The human aspect is, however, the "crucial factor in organizational excellence" (Vecchio, 2004).

Leaders must concentrate on improving human performance if they are to effectively navigate through the current hyper-competitive period. Improving human performance has

become a critical aspect in organizations. However, an organization's "performance management competency" determines how much progress can be made in improving human performance. According to (Mithas, Ramasubbu, and Samba Murthy, 2009), this is essential for enabling businesses to continuously assess their strategies and adjust their course of action in order to achieve peak performance.

2.2 Aligning Human Resource Planning to Organizational Strategic goals and

Objectives

Every organization is required to design a strategic plan in order to successfully accomplish its goals and objectives. The identification of the organization's long-term goals and objectives, as well as the provision of the means to achieve them, are included in strategic planning (Woodhall, 2006). An organization needs resources, which typically fall into three primary areas, namely: technology, finance, and people, to enable it to achieve its strategic goals. Therefore, HRP is required to determine the quantity and categories that the organization will require in order to successfully carry out its mandate.

[Every firm must make sure that its HRP is in line with its aims and objectives, since failing to do so could cost money in the long term through recruiting the improper staff or failing to anticipate changes in appointment requirements. HRP ensures that an organization's staff possesses the talent and skills essential for it to accomplish its goals (Ghazala & Habib, 2012). Making sure that HRP is in line with an Institution's strategic goals ensures that the workforce has the knowledge and skills that the organization needs to achieve its goals (Ghazala & Habib, 2012). Therefore, HRP serves to link HRM with organizational strategic management.

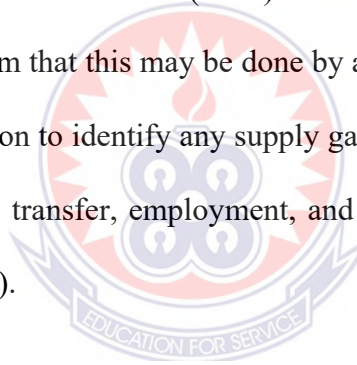
Adopting HRP is essential to avoiding hiring the incorrect people, which could be detrimental to the firm. It is important to remember that failing to account for changes in employment requirements could end up costing you money in the long run. When an Institution links its human resources practices to its strategic objectives, it makes sure that its personnel possess the necessary expertise and knowledge to carry out its goals and objectives (Ghazala & Habib, 2012). Additionally, HRP adequately prepares workers for potential staff reductions. Additionally, it enables the firm to plan appropriately for new employment and recruitment. According to studies, HRP can be used to determine an organization's existing and future manpower needs in order to improve performance (Gupta, 2008). Additionally, HRP acts as a bridge between HRM function and the overall achievement of Institutional goals. According to Reilly (2003), HRP techniques give an organization the ability to gauge the amount and type of labor that will essentially be needed to satisfy demand while also assessing the size, character, and sources of supply. Strategies for employee retention, absence management, flexibility, talent management, and recruiting and selection are all part of HRP practices (Reilly 2003).

2.3. Role of Human Resource Planning in Ensuring Optimal Staffing

Woodhall (2006) defined HR demand forecasting as the practice of estimating future staffing demands in accordance with the appropriate quantity and desired quality. Estimates of the HR requirements should be made in light of the organization's goal for a given timeframe, like annually. Demand forecasting must be done in order for any corporation to assess its human resource requirements in terms of quantity, composition, capabilities with regard to services rendered, and productivity levels in order to meet

organizational needs (Ghazala & Habib, 2012). Following the discovery of the staffing shortfalls, the organization implements strategies to close those (Griffins, 2006).

One of the goals of HRP is to optimize staffing levels, which is done by analyzing both the supply and demand of workers and matching to any shortages and surpluses (Wright & Gardner, 2003). The business must fill the gaps found by comparing the demand and supply forecasts in order to determine the best workforce levels (Muhammad, 2009). In this perspective, contrast might reveal a future shortage or surplus of human resources. While surpluses call for layoffs or reassignment, shortages will suggest the need for more hiring (Armstrong, 2006). Wright and Gardner (2003) cite maximizing staffing levels as one of HRP's goals, and they claim that this may be done by analyzing the workforce supply and demand within an Institution to identify any supply gaps. Employing a range of strategies like employee motivation, transfer, employment, and transfer, organizations can close a demand gap (Shirey, 2008).



2.4 The role of Human Resource Planning on Employee Motivation

Employee motivation, according to Armstrong and Taylor (2014), is the requirement for a person to put up their best effort in order to achieve a particular goal. An important factor in luring and keeping personnel is motivation (Armstrong, 2012). Finding the elements that drive employees at work is essential because it affects their performance, say (Mackay, 2006) and (Nel, 2015). Employees will be highly motivated if they are paid well, given chances for advancement, career development, appropriate tools, training opportunities, and a generally positive work atmosphere. According to (Stone, 2013), if an Institution effectively encourages its staff, it should lead to increased productivity at work, which will

increase both employee and customer happiness. Additionally, a competitive advantage over rivals will result from this. (Sharma, 2006) asserts that organizations thrive because of motivated personnel, which leads to better performance. (Barling, 2003) concurs that HR practices, particularly HRP, have a significant impact on employee happiness and organizational effectiveness in an Institution.

(Delaney and Huselid, 2000) discovered a substantial correlation between several HR practices (e.g., increased employee engagement, enhanced staff skills and competencies, and work structure) and organizational success. According to the authors, progressive HR practices, such as selective hiring, training, and incentive/compensation programs, are favorably correlated with subjective assessments of human resource management. There is a need for a thorough examination and evaluation of the present training and development practices, particularly as they relate to HR Planning at Awutu Senya East Municipal Assembly, because training and development has been identified as one of the variables that inspire employees.

Given how quickly the HRH environment is changing, it is essential to provide all employees from recent hires to long-term employees with the skills needed to adapt to changes in procedures, technology, and job duties. The diagnosis of the particular needs, the setting of specific goals, and the performance of programs to enhance service delivery are all components of the deliberate building of capacity (Griffins, 2006). This study will close the knowledge gap about how HRP inspires people, enhancing both their and the organization's overall performance.

2.5 The role of HRP Succession Planning

In order to ensure consistency and the retention of key job roles, institutions often decide to encourage and support frequent expansion of their workforce. This decision is referred to as succession planning. This is typically done to make sure that the business maintains a regular process for filling open positions (de Koning, 2005). Planning for succession is a part of a larger process for developing and maintaining the HR gap analysis. Typically, this process is flexible and scalable. It varies depending on the department's structure and requirements. However, the key objective is to understand the major positions, how to develop talent and skills, and how to expand an aptitude team to achieve competency (Griffins, 2006).

A strategy to help and support the business in tackling HR issues like an aging labor force, a rise in employee departures, potential talent and skill hazards, as well as other capability shortages, can be described as succession planning as part of a larger HRP framework (Muhammad, 2009). Planning for succession ensures that there are successors in positions that are available for mission-critical work, allows for a smooth flow of knowledge, and facilitates succession planning.

2.6 Contribution of Human Resource Planning on Organizational Objectives

According to Byers and Rue, (2004) human resource planning involves applying the basic planning process to human resource needs of the organization. To be effective, any human resource plan must be derived from the long term and operation plans of the organization. In essence, the success of the human resource planning depends largely on how closely the human resource department can integrate effective people planning with organization's

business planning process ((Walker, 2000, p.229). Unfortunately, human resource planning is often tied to over-all corporate planning.

Strategic business planning seeks to identify various factors critical to the success of the organization can become better positioned and equipped to compete in the industry. To accomplish it, the planning process should provide:

- ✓ A clear statement of the organization's mission and a commitment from staff members to mission.
- ✓ An explicit statement of assumption. A plan of action in the light of available resources, including trained and talented people (Miller, 2000, p.127).

2.7. Theoretical Framework

When discussing how human resource planning relates to organizational objectives, the researcher chose the Resource Based View theory (RBV) and the Human Capital theory since they were the most relevant and the majority of empirical investigations significantly depended on them as their baseline theories (Fleetwood & Hesketh, 2008).

2.7.1 Human Capital Theory

Top managers use the theory of human capital to evaluate the workforce inside the Institution in order to learn more about the abilities and productivity—or lack thereof—of the employees. This information is essential for ensuring that the Institution has a productive workforce. Given that gaining experience involves knowledge and can take some time, it is essential to develop human capital to meet its objectives (Green, 2008). Employees' ability to be creative and have talents constitutes an organization's human

capital (Kwon, 2009). According to Collins (2007), achieving the optimal human capital means gradually bringing in the right kind of employees.

Human capital, according to Delaney (2000), entails considering personnel as a crucial component of the business that can generate crucial values (Delaney, 2000). This idea will be applied in this study to determine the talents that employees currently have, any gaps, and how to best align them to meet its stated objectives. According to Green (2005), there are two approaches for an organization to establish the creation of human capital. First, by hiring individuals as employees, and second, by putting money into workers' training and education to boost performance. This means that in order for an organization to meet its objectives, the Institution must make sure that the workforce is available (physical capital) and that the available employees are well-trained and knowledgeable.

According to the theory of human capital, an individual (employee) can develop new abilities and competencies through daily activities that are aimed at bettering oneself (Craft, 2000). Service delivery can be influenced by employee empowerment and personal ownership of the required knowledge and skills (Woodhall, 2001). This theory is particularly appropriate in the context of HRP and practice since it supports the justification for attracting and keeping a workforce with the essential skills, knowledge, and competences.

2.7.2 Resource Based View Theory

Resource Bases View Theory makes the assumption that a corporation uses resources to take advantage of its opportunities and counter any risks in order to gain a competitive edge over its rivals thereby actualizing its objectives. The proponents of this theory contend that

every organization's objective is largely influenced by the resources available to it. The three types of resources that organizations use are physical resources, human resources, and organizational resources (Selznick & Recardo, 2007). All employees in the institution, their education, all work experience, their intelligence, skills, knowledge, and special talents are all considered to be part of the organization's human resources. This theory contends that the organization's internal resources, specifically its human resources, have the ability to give it a competitive edge.

In this study, the theory will be used to assess how human resource planning in Awutu Senya East Municipal Assembly contributes significantly to the overall objective. The theory assumes that possession of rare as well as valuable resources that are difficult to copy can enable a firm to achieve competitive advantage over its competitors (Takeuchi, 2007).

In order for any organization to get the required number of workers to perform any job, there must be a deliberate effort to exercise forecasting. This is the ability of the organization to establish the quantity of future workforce that possesses particular skill and ability needed to enhance development. Accessibility forecasting refers to ability of the organization to be able to settle on the number of needed workers the organization is competent in hiring. HRP is essential for the firm in that it creates awareness for the organization and enables it to know the action as well as options available in hiring and retaining workers (Takeuchi, 2007). HRP assists organizations establish whether they are furnished with correct supply of talent for the purposes of improving performance. For any

organization to be able to participate in the international market, it needs established plans to emerge as the preferred employer.

HRP adds to an organization's achievement by ensuring the organizations understand the job market as well as its relation to its lack of success. An organization that fails to embrace Human Resource Planning may be faced with gaps in its authorized establishment. This leads to vacancies in very critical positions. Human Resource Planning assists organizations organize the skills of human resources they have and link them to performance-based delivery. In this study Human Resource Planning will assist managers in Awutu Senya East Municipal Assembly organize workers according to their capabilities with a view to actualize its stated objectives.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

Research methodology refers to the stages of the procedure that explain how a study was carried out. In order to assess research activities, it usually takes a lot of organization and ingenuity. Due to the complexity of the data collection method, this phase of the research process is vital (Kombo, 2006). The study's design and usage of qualitative research are also covered in detail in this chapter in order to provide a statistical description of the issue and a thorough understanding of the phenomena. It acts as the glue holding every component of the research project together. Additionally, this also refers to the outline or plan utilized to provide results for studies into more effective problem solving.

The research is held together by its design in a cohesive manner. A descriptive survey was employed as the study's methodology. This kind of research aims to present a true-to-life or ongoing situation in an accurate and objective manner (Quarter & Awoyemi, 2012). With Awutu Senya East Municipal Assembly as its focal point, this study aims to ascertain the effect of human resource planning for the actualization of organizational objectives.

Study design is typically crucial for gathering and evaluating data in a way that makes the data relevant to a research aim (Orotho, 2003). This is the framework or plan of the scheme that is utilized to produce solutions and improve problem solving. A research design is the configuration of parameters for data collection and analysis with the intention of balancing relevance to the research purpose with procedural economy. Kothari (2004). The requirement for research design stems from the fact that it makes it easier for the various

research operations to run smoothly, allowing for the most effective collection of data with the least amount of time, effort, and expense.

3.2 Population

In this study, the population from which samples were derived consists of staffs at central administration department, works department, department of trade and industry, department of agriculture and department of social welfare and community development numbering 100, and six (6) key administrators of the municipal assembly. The study thus had a total population of 106. These information were acquired from the HR directorate at the Assembly.

3.3 Sample Size and Technique

The study being qualitative, it is necessary to select a sample that would enable the phenomenon under study to be explored for better understanding. (Cresswell, 2012) argues that selecting a large number of interviewees in a qualitative case study would result in a superficial perspective and the overall ability of a researcher to provide an in-depth picture diminishes with the addition of each new individual or site.

A purposive sampling procedure was employed into the study. According to (Kusi, 2012) a maximal variation sampling strategy is a purposive sampling strategy in which the researcher samples cases or individuals that differ on some characteristics or traits. The procedure requires that the researcher identifies the characteristics and the sites or individuals that display different dimensions of the characteristics. In determining the number of staff who participates in the study, the Slovin Formula (Umar, 2000) was used:

$$n = \frac{N}{1 + Ne^2}$$

Where

n= sample size

N= Population size

e= Significance level in percentage of error that is allowed is five percent

The total number of 106 staff was included in the sample selection for the study.

$$n = \frac{106}{1 + 106(0.05)^2}$$

$$n = 106/1.256$$

$$n = 84$$



Thus, in all, 84 staffs were expected to participate in the study.

3.4 Data Collection Methods

3.4.1 Questionnaire

One single structured questionnaire that covers all of the study's variables will be used to gather primary data. The staff of the organization taking part in the study will be given a standardized questionnaire to complete. The precise information provided by the closed-ended questions reduces information bias and facilitates data analysis.

3.4.2 Interview

Self-administered questionnaire as a form of structured interview will be applied to gather data from the staffs at the organization. This will provide respondents with relevant, meaningful and appropriate response categories to choose from for each question.

3.5 Data Analysis and Presentation

According to (Orodho, 2014), data analysis is the lifeblood of a study, and the methods of analysis serve as the foundation and conductor. Data cleaning was one of several stages in the data analysis process. To identify any irregularities in the responses and assign particular numerical values to the responses for further analysis, data cleaning involved editing, coding, and tabulation. Editing is required to ensure consistency and completeness of completed questions. Microsoft Excel was used to tabulate, code, and process the questionnaire responses in order to analyze the data. Descriptive statistics were used to analyze the data that was gathered. When appropriate, this included measures of central tendency like the mean, median, and mode.

CHAPTER FOUR

DATA ANALYSIS /PRESENTATION, AND DISCUSSION OF THE STUDY FINDINGS

4.0 Introduction

This chapter details analysis, presentation as well as interpretation of the findings of the study. The results are presented in line with the objectives of the study which were: To determine the relationship between Human Resource Planning and Organizational objectives, to analyze the factors that will lead to effective implementation of Human Resource Planning and to investigate the impact of human resource planning in Awutu Senya East Municipal Assembly towards its stated objectives. Indeed the responses are presented and interpreted in frequencies, percentages by using, tables. In this study, four categories of respondents were involved, these are workers, supervisors, middle level managers, as well as top level managers.

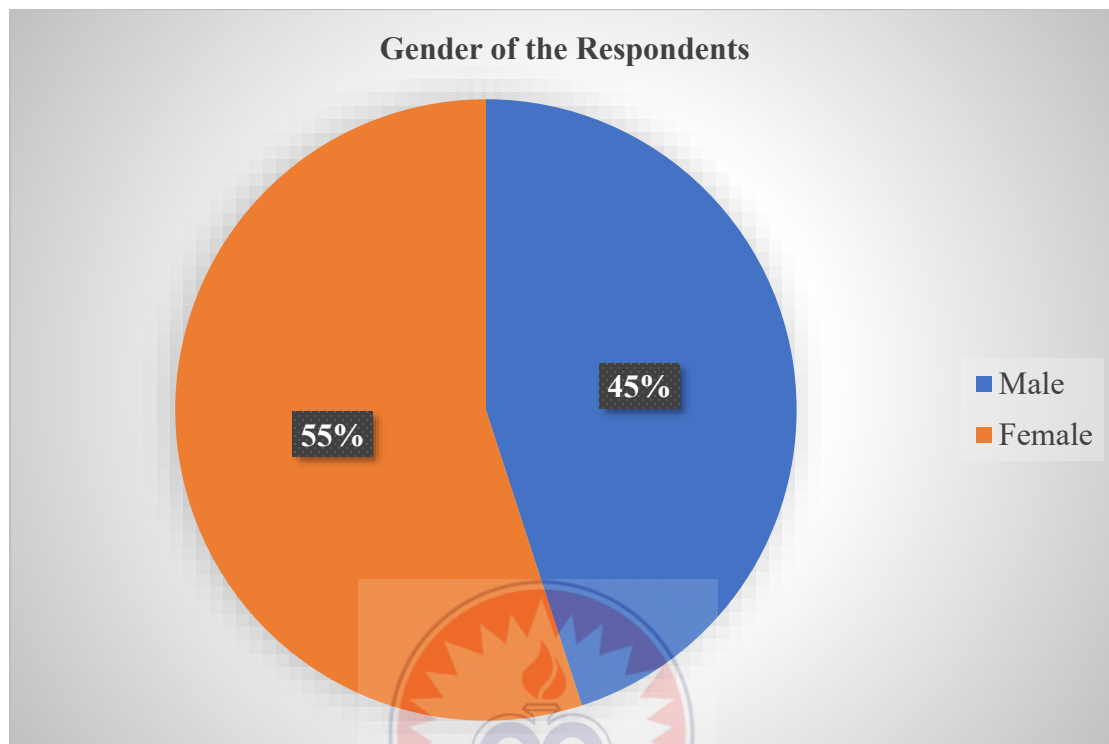
4.1 Demographic Information of Respondents

This section analyzed demographic data of the respondents and was intended to establish certain attributes like age, gender, years of experience, level of education and position. Demographic information breaks down the overall survey responses data into meaningful groups of respondents for purposes of prudent decision making. Analysis of demographics enables the researcher to get a feel of the characteristics of the respondents.

4.1.1 Gender of Respondents

The question aims to understand between the two genders which one has more inputs in the determining the impact of human resource planning for the actualization of company objectives.

Figure 1 Gender of the Respondents

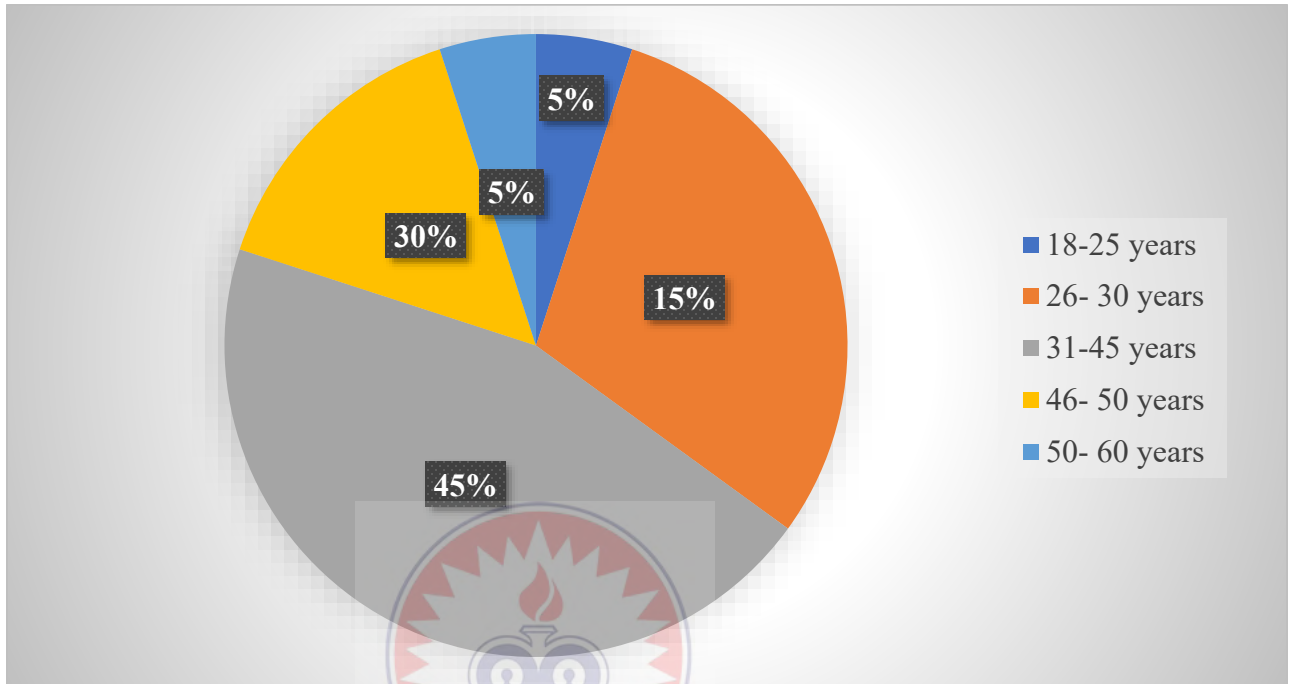


Source: Field data

According to the figure 1, the gender breakdown in the sample comprised of 45% male employees and 55% female employees which is almost equally balanced but the study clearly shows that most of the respondents were female, this implies that there were more females employees than the males.

4.1.2 Age of the Respondents

Figure 2: Age of the Respondents



Source: Field data

As shown in Figure 2 above, the majority of the respondents at 45 % were aged between 31-45 years. This was followed by those over 45 to 50 years at 30% and those between 26 to 30 years were 15% while only 5% were aged between 18 to 25 years. These study findings imply that the Assembly is faced with an aged population and therefore it is important to ensure proper HR planning is done to avoid succession management challenges.

4.1.3 Marital Status of Respondents

Table 1: Marital Status of Respondents

Total Sample	Marital Status	Frequency	Percent
N=80	Single	35	44
	Married	45	56
		80	100

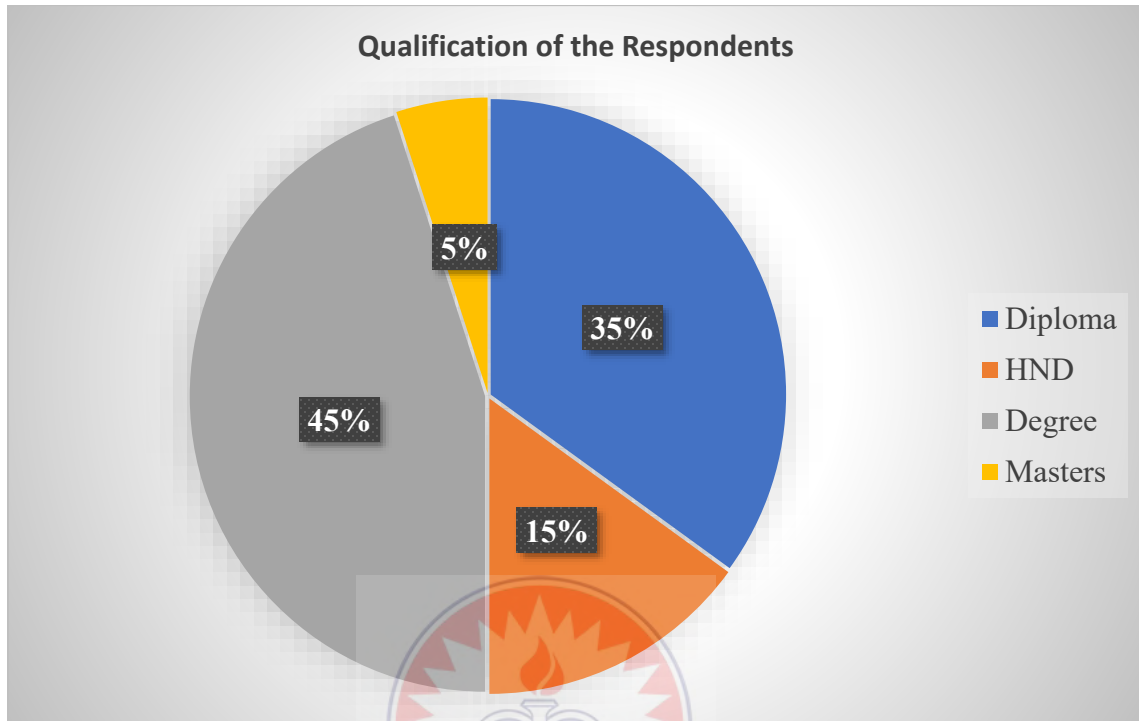
Source: Field Data (2023)

Table 1 shows that 35 representing 44% of the respondents are single and those married are 45 representing 56% of the respondents. Thus the statistics shows that large percent of employees working at the Assembly are married.

4.1.4 Qualification of Respondents

The respondents were required to indicate their level of education. The purpose of this question was to determine whether their education level or qualification was commensurate with their position.

Figure 3: Qualification of the Respondents

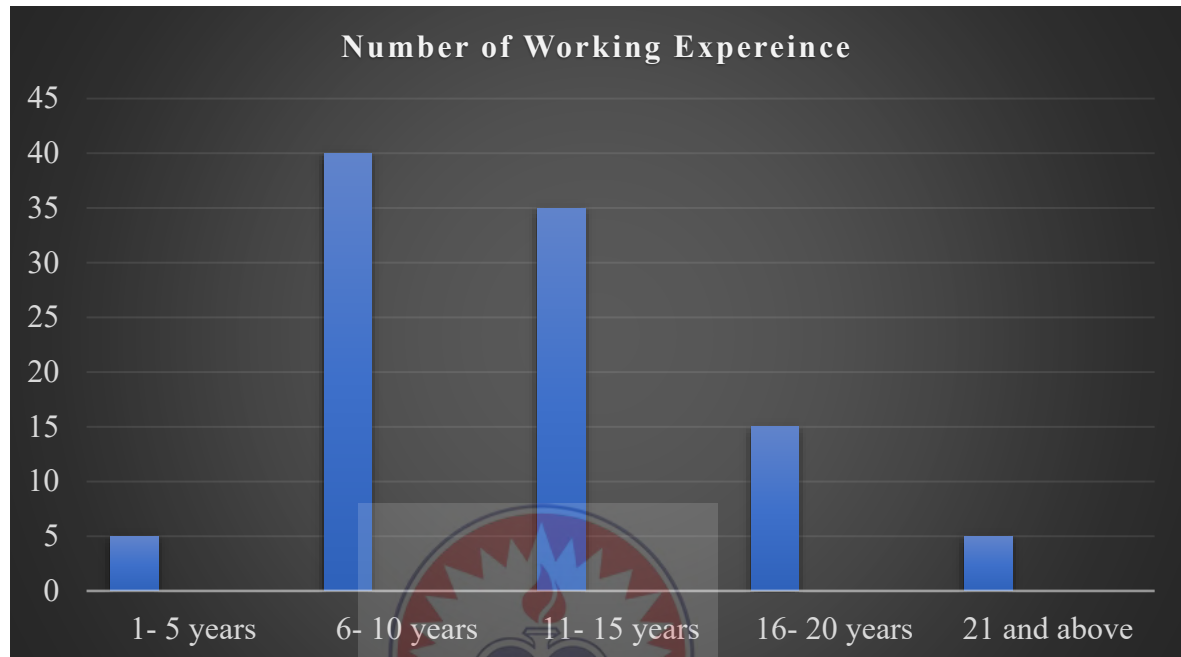


Source: Field data

According to Figure 3, 45% of the respondents are bachelor degree holders, 5% had attained a Master degree level in education whereas 35% of the respondents diploma holders. The rest representing 15% are HND holders. The high percentage of university level education is an indicator that the respondents were qualified and well educated and therefore understood the questions items well.

4.1.5 Experience of the Respondents

Figure 4: Number of working experience



Source: Field data

The respondents were required to indicate the number of years they had worked at the Assembly. This was aimed at establishing the experience of the respondents in the HR planning. Figure 4 demonstrates that the majority of the employees (40%) had worked for between 6 to 10 years. It also indicated that 35% had worked for over 10 years to 15 years, while those had worked between 16 to 20 years were 15% and those above 21 years at 5%. From this study findings, 95% of the employees had worked over 6 years and above and hence possessed requisite skills to respond to the research questions. It was implied that the Assembly had either slowed down new recruitments which may eventually affect the Assembly's succession planning thereby meeting their stated objectives.

4.1.6 Position of Respondents in the Assembly

The question aimed at identifying the position of the respondents in the organization. This helps to understand which position have accumulated majority of respondents hence to have a collative relationship between human resource planning of the Institution and its objectives.

Table 2: Position Distribution of Respondents

Total Sample	Marital Status	Frequency	Percent
N=80	Top level managers	5	6.25
	Middle manager	15	18.75
	Supervisors	20	25
	Workers	40	50
	Total	80	100

Source: Field Data (2023)

Table 2 shows that 5 (6.25%) out of 80 respondents came from the top level of management. 15 (18.75%) of respondents were from middle level of managers, 20 (25%) of respondents were from supervisors and 40 (50%) of the remaining respondents were workers. Thus the study revealed that most of the respondents were belonging to the category of workers.

4.2 Relationship between Human Resource Planning and Institutional Objectives

The aim of this part was to determine if there is a relationship between human resource planning and institutional objectives. Indeed this is verified by the questioned asked the respondents as illustrated in the Table below.

Table 3: Relationship between Human Resources Planning and Institutional Objectives

Total Sample	Categories	Frequency	Percent
N=80	Yes	76	95
	No	4	5
		80	100

Source: Field Data (2023)

The findings shows that 76 (95%) of respondents said that there is a relationship between human resource planning and institutional objectives. But only 4(5%) respondents rejected, said that there is no relationship between the two. This implies that human resource planning has a direct impact in an institution meeting its stated objectives.

4.2.1 If Yes, Give Reasons

The respondents gave the reasons for the relationship of the two variables as follows: Firstly is that if human resource planning is implemented in an institution, it enables the effective production leading to achievement of organizational goal thereby the organization meeting its stated objectives. Also it enables to overcome the problem of frequency job turnover and absenteeism at workplace. Nevertheless the institution is in position to overcome the deficit of employees, hence increasing its performance thereby meeting its stated objectives.

4.3 Impact of Human Resource Planning towards its stated objectives of the Institution

In any work institution human resources is the vital resource when it is well planned and implemented. Human resources enable the operationalization of the Institutional objectives

that originate from strategic plan of the Institution. The following are the given importance of human resource planning on its impact on institutional objectives given by the 80 respondents. It enables the institution to maximize the utilization of human resources, and better achievement of the institutional objectives. Furthermore enables the institution to economize on its recruitments, facilitating successful exit plan for both parties. For elaboration on the impact of human resource planning is as follows:

- (i) It enables the organization to maximize the utilization of its human resources. Almost all the time, the organization has the right numbers and quality of employees for its jobs, thus eliminating idle labour power, and overwork of employees.
- (ii) It enables a better achievement of the institutional objectives by ensuring that management effort are made in good tie to avail the requisite labour power for the institutional performance processes.
- (iii) It enables the institution to economize on its recruitment function. An institution with poor or without human resources planning wastes money hiring the wrong numbers or quality of employees. Such an institution also cannot screen and validate the applicants' qualifications properly and therefore compels the institution to invest in extravagant additional training for the new recruits before they can work and anticipate performance standards.
- (iv) It enables the institution to organize successful exit plans for the advantages of the employees and the institution. Work organizations with poor or without human resources planning cannot put in place employee succession programmes that prepare younger staff to take over from retiring staff; they

cannot give retiring staff useful preparations to meet their anticipated performance obligations to retiring employees.

- (v) It increases the institutional information base to the advantage of the human resources department and other departments. Such information forms a basis for correct decisions in the implementation of core and non-core human resources programmes.
- (vi) It facilitates career or personal development. The institution with poor or without human resources planning makes it difficult for its employees to make plans for their personal development, because they cannot clearly identify career path, career opportunities, and conditions for their access. As a result the more marketable and ambitious employee seek employment in other institution, which has clear career opportunities.

Table 4: Impact of Human Resources Planning

Total Sample	Categories	Frequency	Percent
N=80	It enables a better achievement of the organizational objectives	10	12.5
	It enables an organization to organize a successful exit plans	20	25
	It enables an organization to economize on its recruitment function.	15	18.75
	It increases the organization's information base.	20	25

	It facilitates career or personal development.	5	6.25
	It enables the utilization of HR at maximum level	10	12.5
	TOTAL	80	100

Source: Field Data (2023)

Table 4 show that 10 (12.5%) said that Human Resource Planning enables the utilization of HR at maximum level, 10 (12.5%) said that HR enables a better achievement of the organizational objectives, 15 (18.75%) said that Human Resource Planning enables the Institution to economize on its recruitment, 20 (25%) said that Human Resource Planning enables the institution to organize a successful exit plan. 5 (6.25%) said that Human Resource Planning facilitate career or personnel development. Thus the statistics show that large number of respondents sees that the great impact of Human Resource Planning is that, it enables the better achievement of the institutional objectives.

4.4 The impact of optimal staffing on the Assembly meeting its stated objectives

This section of the study sought to assess the impact of optimal staffing on the assembly meeting its stated objectives in line with the objective of the study. The following are the given influence of optimal staffing on its impact on meeting institutional objectives given by the 80 respondents. Optimal staffing as a HR Planning process leads to fair distribution of work among the employees to work efficiently and effectively to attain the institution's objectives. Also, it helps in the effective utilization of human resource in meeting its stated objectives. Optimal staffing also considers its strategic needs when undertaking

recruitment and selection. It also provides current staff with training and development opportunities and finally, optimal staffing prevents overstaffing or understaffing. For elaboration on the impact of optimal is as follows:

Table 5: Impact of Optimal Staffing

Total Sample	Categories	Frequency	Percent
N=80	It leads to fair distribution of work among the employees	30	37.5
	It also considers its strategic needs when undertaking recruitment and selection.	10	12.5
	It provides current staff with training and development opportunities.	15	18.75
	It prevents overstaffing or understaffing.	15	18.75
	It also helps in the effective utilization of human resources in meeting its stated objectives.	10	12.5
	TOTAL	80	100

Source: Field Data (2023)

Table 5 show that 30 (37.5%) said that Optimal staffing as a HR Planning process leads to fair distribution of work among the employees to work efficiently and effectively to attain

the institution's objectives, 10 (12.5%) said that Optimal staffing also considers its strategic needs when undertaking recruitment and selection, 15 (18.75%) said that it provides current staff with training and development opportunities, 15 (18.75%) said that optimal staffing prevents overstaffing or understaffing. 10 (12.5%) said that it helps in the effective utilization of human resource in meeting its stated objectives. Thus the statistics show that large number of respondents sees that the great impact of Optimal Staffing is that, it enables the better achievement of the institutional objectives.

4.5 Problems Faced By Respondents in Human Resources Planning and its Implementation

Table 6: Problems Faced By Respondents in Human Resources Planning and its Implementation

Total Sample	Categories	Frequency	Percent
N=80	Yes	72	90
	No	8	10
		80	100

Source: Field Data (2023)

Table 6 show that 72 (90%) of respondents said that there are some problems that exist during human resource planning and its implementation. But 8(10%) of respondents said no since they are not sure whether there is human resource planning that exist in the institution or not.

Thus most of respondents agreed that there are some problems during human resources planning and its implementation giving the following reasons; inadequate budget for future demand and supply, hence poor implementation. Some more problems are insufficient top

management support, insufficient funds, and shortage of expertise as well as inactive Human Resource Department.

On the other hand they said there is no enough effort for district top management in implementing the plans. This implies that the workers and supervisors are ready to provide the co-operation on planning and the implementation of HR, but they face the obstacles from the top level of district management and the central government due to their inadequate commitment.

4.6 Causes on the Problems of human resource planning and its implementation

This question were asked to respondents in order to know their understanding of the causes of the problems in the planning of human resources and its implementation. The following were the responses, firstly is inadequate budget and fund for planning and different activities during its implementation. Also they mentioned the poor support from ministries and central government as a whole. Furthermore lack of enough commitment for top management on the implementation of the plans.

Table 7: Causes on the problems of planning of human resources and its implementation

Total Sample	Categories	Frequency	Percent
N=80	Poor support from ministries and central government.	35	43.75
	Inadequate budget and fund.	30	37.5
	Lack of enough commitment from top management.	15	18.75
	TOTAL	80	100

Source: Field Data (2023)

The findings shows that 30 (37.5%) of respondents said that the cause of the problems of human resource planning is inadequate budget and fund. 35 (43.75%) said that the cause is poor support from ministries and central government. 15 (18.75%) of respondents said that the cause is lack of enough commitment from top management. Therefore this reveals that majority of respondents suggest that the major cause of the problems of human resource planning is Poor support from ministries and central government.

4.7 Measures to be taken in Order to Overcome the Problem on Human Resource

Planning and its Implementation

Question were asked to know the measures proposed by respondents for measures to overcome the problem on human resources planning. Some of the measures proposed by respondents are as follows: Firstly is ministries and central government to be sensitized on supporting the local government in terms of finance and cooperation. Not only that but also

the district council top managers to increase their commitment in the implementation of their plans.

Table 8: Measures to be taken to overcome the Problem on Human Resource Planning and its Implementation

Total Sample	Categories	Frequency	Percent
N=80	Ministries and central government to support local government in terms of finance and cooperation.	16	20
	District councils top managers to increase their commitment in the implementation of the plans.	36	45
	Top managers to be creative on imposing measures to retain employees.	28	35
	TOTAL	80	100

Source: Field Data (2023)

Table 8 shows that 28 (35%) proposed the measure to take as to overcome the problems of human resource planning is that top managers to be creative on imposing measures of retaining employees. 16 (20%) of respondents said that the measure to take is that the ministries and central government to support local government in terms of finance and cooperation. 36 (45%) of respondents said the measure to take is the District council to managers to increase their commitment in the implementation of the plans. Thus it reveals that the majority if the respondents suggested that the first and foremost measure to be

taken is the District council top managers to increase their commitment in the implementation of the plans. Therefore the implication is whenever the top managers of the particular organization gets committed in the implementation of their activity and plans, then automatically a great coverage of overcoming human resource planning problem is exercised.

4.8 Effects to the Institution Due to Poor Human Resource Planning

In any work institution human resource play a great role in implementing objectives of a particular institution. Respondents gave the following response on the effect of human resource when it's poorly planned. Firstly is poor productivity and profitability of the organization as the resources to implement various activities in order to meet its objectives are inadequate. Furthermore, the institution is unable to economize on its recruitment as well as to organize a successful exit plan for both parties.

On the other hand respondents said that, the institution is unable to increase its information base, hence unable to identify the areas of surplus or deficit. Lastly as the effect exists the increase frequency of job turnover for employees, leading to persistent in adequacy of employees.

The findings from Table 9 shows that 40 (50%) of the respondents said that effect to the organization due to poor planning of human resource is poor productivity and profitability of the institution. Also 25 (31.25%) of them said the effect due to poor human resource planning is poor institution of the exit plans.

Table 9: Effects to the Institution Due to Poor Human Resource Planning

Total Sample	Categories	Frequency	Percent
N=80	Poor productivity.	40	50
	Increased frequency of job turnover for employees.	10	12.5
	Poor organization of the exit plans.	25	31.25
	Existence of inadequate information base	5	6.25
	TOTAL	80	100

Source: Field Data (2023)

Table 9 show that 5 (6.25%) of respondents said that the effect is existence of inadequate information base. Nevertheless, 10 (12.5%) of respondents said the effect to institution due to poor human resource planning is increased frequency of job turnover for employees. This reveals that majority of respondents suggested that poor productivity and profitability of the institution is dominant effect due to poor human resource planning.

Then the implication is that whenever the human resource planning is poorly conducted the foremost and great coverage impact is poor productivity and profitability for the organization. Hence productivity and profitability to the institution is improved when human resource planning is effectively implemented and evaluated in all its aspects.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a summary and conclusions of the study based on the findings and gives recommendations as per the objectives of the study.

5.2 Summary of the Study Findings

In this study research questions have been used to identify the effect of human resource planning on the actualization of the objectives at Awutu Senya East Municipal Assembly.

The following are the research questions, which have been used in this study. (a) What are the effects of poor human resource planning in public organization? b) To what extent does human resource planning impacts an organization from attaining its objectives? And finally, c) What are the problems faced by Awutu Senya East Municipal Assembly in implementing HR planning in the organization?

According to data findings, analysis, interpretation and discussion shows that human resources planning has strong relationship with organization's objectives. Human resources planning its impacts are to the individual employee, the institution and the country as a whole. Nevertheless, finding revealed that human resource planning is hardly implemented at the assembly.

However, when there is proper and effective human resource planning automatically will result in good output due to effective and efficient performance of an institution thereby meeting the institution's stated objectives. On the other hand, in order to fulfill the above

stated purpose, top district management, the central government, and their respective ministries are to be creative and increase commitment in daily planning and implementation of human resource planning.

5.3 Conclusion

Broadly the study sought to examine the impact of human resource planning on the actualization of the objectives at Awutu Senya East Municipal Assembly. In addition there were three (3) specific objectives to the study which sought determine the relationship between Human Resource Planning and Organizational objectives, analyze the factors that will lead to effective implementation of Human Resource Planning and finally investigate the impact of human resource planning at the Assembly towards its stated objectives.

After the analysis of the findings the study arrived at the following conclusion: It can be concluded that there is a relationship between human resource planning and institutional objectives. This is because a majority of the respondents indicated that human resource planning when implemented in an institution enables the effective production leading to achievement of organizational goal thereby the organization meeting its stated objectives. Nevertheless, the study findings indicated that, human resource planning enable the operationalization of the institutional objectives that originate from strategic plan of the Institution. The following are the reasons from the respondents on the impact of human resource planning on the institution's objectives. It enables an organization to organize a successful exit plans. It also enables an organization to economize on its recruitment function. It facilitates career or personal development and finally enables a better achievement of the organizational objectives.

In addition, study findings indicated that the Assembly face some challenges in implementing human resource planning due to the following reasons. Poor support from ministries and central government, inadequate budget and fund and finally lack of enough commitment from top management.

5.4 Recommendation

The researcher has categorized study recommendation in two areas, which are recommendations to the central government together with their respective Ministries and District Councils as public institution.

5.4.1 Central government and ministries to provide effective support

The central government in collaboration with its ministries should provide the required support in terms of finance and cooperation to the local government and other public institution in order to ensure the effective implementation of human resource planning. By doing so the great extent of the task will be fulfilled.

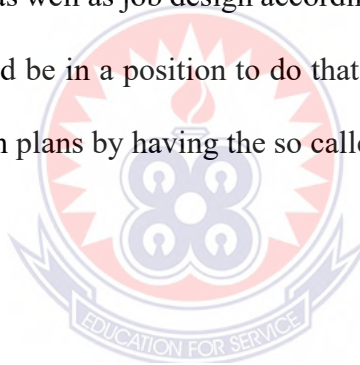
5.4.2 Introduce and improve measures on relating employees

So long one of the major reason for distributing human resource planning is persistent job turnover, especially in remote areas as that of a case study. The government should introduce some incentives as to retain those employees. This because of poor infrastructure and the general working conditions, as accommodations, power for lighting, health services and water. Thus when the government improves such services automatically the employee will stay long at the area as per plan of human resources. On the other hand the respondents committed that the government should introduce a special package for the peripheral

remote districts and regions as that of a case study, so as to make employees stay longer in those areas, hence reducing or eradicating the problem of persistent job turnover.

5.4.3 The District top management should increase commitment

The District executive Director, the council human resource officer, in collaboration with the heads of departments, should integrated accordingly the strategic plan, the human resources plan, to the operation plan, so as to know the total Human Resource demand differentiating with the Net Human Resource in order to know the gap, as this will lead to introduction of the required program for human resources planning such as recruitment training and development as well as job design accordingly. Thus the respondents said that the top management should be in a position to do that, and increase their commitment in the implementation of such plans by having the so called organizational citizenship.



REFERENCE

- Abubakar, A. M., Elrehail, H., Alatailat, M. A., & Elçi, A. (2019). Knowledge management, decision-making style and organizational performance. *Journal of Innovation & Knowledge*, 4(2), 104-114.
- Acikgoz, Y. (2019). Employee recruitment and job search: Towards a multi-level integration. *Human resource management review*, 29(1), 1-13.
- Ahmed, F., Hassan, A., Ayub, M. U., & Klimoski, R. J. (2018). High commitment work system and innovative work behavior: The mediating role of knowledge sharing. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 12(1), 29-51.
- Aldiabat, K. M., & Le Navenec, C. L. (2018). Data saturation: The mysterious step in grounded theory methodology. *The qualitative report*, 23(1), 245-261.
- Al-Khaled, A. A. S., & Fenn, C. J. (2020). The impact of strategic human resource management practices on organizational performance. *BERJAYA Journal of Services & Management*, 14, 53-60.
- Almatrooshi, B., Singh, S. K., & Farouk, S. (2016). Determinants of organizational performance: a proposed framework. *International Journal of productivity and performance management*, 65(6), 844-859.
- Andriani, S., Kesumawati, N., & Kristiawan, M. (2018). The influence of the transformational leadership and work motivation on teachers performance. *International Journal of Scientific & Technology Research*, 7(7), 19-29.
- Antamoshkina, O., Zinina, O., & Olentsova, J. (2020, March). Forecasting the population life quality as a tool of human capital management. In *"New Silk Road: Business Cooperation and Prospective of Economic Development" (NSRBCPED 2019)* (pp. 821-825). Atlantis Press.
- Ariyani, N., & Hidayati, S. (2018). Influence of transformational leadership and work engagement on innovative behavior. *Etikonomi*, 17(2), 275-284.
- Armstrong, M. (2020). *Armstrong's Handbook of Strategic Human Resource Management: Improve Business Performance Through Strategic People Management*. Kogan Page Publishers.

- Baumer, J. D., Valério, A., de Souza, S. M. G. U., Erzinger, G. S., Furigo Jr, A., & de Souza, A. A. U. (2018). Toxicity of enzymatically decolored textile dyes solution by horseradish peroxidase. *Journal of hazardous materials*, 360, 82-88.
- Bergman, L. R., & Magnusson, D. (1990). General issues about data quality in longitudinal research. *Data quality in longitudinal research*, 1-31.
- Berk, L., Bertsimas, D., Weinstein, A. M., & Yan, J. (2019). Prescriptive analytics for human resource planning in the professional services industry. *European Journal of Operational Research*, 272(2), 636-641.
- Bibi, M. (2019). Impact of talent management practices on employee performance: an empirical study among healthcare employees. *SEISENSE Journal of Management*, 2(1), 22-32.
- Bocken, N. M., & Geradts, T. H. (2020). Barriers and drivers to sustainable business model innovation: Organization design and dynamic capabilities. *Long Range Planning*, 53(4), 101950.
- Boon, C., Eckardt, R., Lepak, D. P., & Boselie, P. (2018). Integrating strategic human capital and strategic human resource management. *The International Journal of Human Resource Management*, 29(1), 34-67.
- Chakraborty, D. and Biswas, W. (2020), "Articulating the value of human resource planning (HRP) activities in augmenting organizational performance toward a sustained competitive firm", *Journal of Asia Business Studies*, Vol. 14 No. 1, pp. 62-90. <https://doi.org/10.1108/JABS-01-2019-0025>.
- Chakraborty, D., & Biswas, W. (2019). Evaluating the impact of human resource planning programs in addressing the strategic goal of the firm: An organizational perspective. *Journal of advances in management research*.
- Chetty, R., Friedman, J. N., Hendren, N., Stepner, M., & The Opportunity Insights Team. (2020). *How did COVID-19 and stabilization policies affect spending and employment? A new real-time economic tracker based on private sector data* (Vol. 27431). Cambridge, MA: National Bureau of Economic Research.
- Cooke, F. L., Schuler, R., & Varma, A. (2020). Human resource management research and practice in Asia: Past, present and future. *Human Resource Management Review*, 30(4), 100778.

- Delaney, J. T., & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal*, 39(4), 949-969.
- Delery, J. E., & Roumpi, D. (2017). Strategic human resource management, human capital and competitive advantage: is the field going in circles?. *Human Resource Management Journal*, 27(1), 1-21.
- Di Fabio, A., & Peir, J. M. (2018). Human Capital Sustainability Leadership to promote sustainable development and healthy organizations: A new scale. *Sustainability*, 10(7), 2413.
- Dixit, S., & Arrawatia, M. (2018). The impact of talent management on job satisfaction and employee performance in public sector banks of Rajasthan. *International Journal of Creative Research Thoughts*, 6(1), 425-435.
- Ellinger, D. D., & Svendsen, S. (2021). The Impact of Human Resource Planning on Organizational Performance; A Case of Manufacturing Firms in Austria. *Journal of Human Resource & Leadership*, 5(2).
- Ellinger, D. D., & Svendsen, S. (2021). The Impact of Human Resource Planning on Organizational Performance; A Case of Manufacturing Firms in Austria. *Journal of Human Resource & Leadership*, 5(2).
- Essamri, A., McKechnie, S., & Winklhofer, H. (2019). Co-creating corporate brand identity with online brand communities: A managerial perspective. *Journal of Business Research*, 96, 366-375.
- Fenech, R., Baguant, P., & Ivanov, D. (2019). The changing role of human resource management in an era of digital transformation. *Journal of Management Information & Decision Sciences*, 22(2).
- George, B., Walker, R. M., & Monster, J. (2019). Does strategic planning improve organizational performance? A meta-analysis. *Public Administration Review*, 79(6), 810-819.
- Gerhart, B., & Feng, J. (2021). The resource-based view of the firm, human resources, and human capital: Progress and prospects. *Journal of Management*, 47(7), 1796-1819.

- Hershbein, B., & Kahn, L. B. (2018). Do recessions accelerate routine-biased technological change? Evidence from vacancy postings. *American Economic Review*, *108*(7), 1737-72.
- Hickman, L., Bosch, N., Ng, V., Saef, R., Tay, L., & Woo, S. E. (2022). Automated video interview personality assessments: Reliability, validity, and generalizability investigations. *Journal of Applied Psychology*, *107*(8), 1323.
- Järnlström, M., Saru, E., & Vanhala, S. (2018). Sustainable human resource management with salience of stakeholders: A top management perspective. *Journal of Business Ethics*, *152*(3), 703-724.
- Jehanzeb, K., & Mohanty, J. (2018). Impact of employee development on job satisfaction and organizational commitment: person–organization fit as moderator. *International Journal of Training and Development*, *22*(3), 171-191.
- Kalkbrenner, M. T. (2021). Alpha, Omega, and H internal consistency reliability estimates: Reviewing these options and when to use them. *Counseling Outcome Research and Evaluation*, 1-12.
- Kanoulas, E., Butler, M., Rowley, C., Voulgaridou, V., Diamantis, K., Duncan, W. C., ... & Sboros, V. (2019). Super-resolution contrast-enhanced ultrasound methodology for the identification of in vivo vascular dynamics in 2D. *Investigative radiology*, *54*(8), 500.
- Kiai, D., Lewa, P., & Karimi, J. (2019). Influence of human resource planning on performance of firms listed in the Nairobi Securities Exchange in Kenya. *International Journal of Research in Business and Social Science (2147-4478)*, *8*(5), 54-61.
- Kotter, J. P., & Cohen, D. S. (2002). Creative ways to empower action to change the organization: Cases in point. *Journal of Organizational Excellence*, *22*(1), 73-82.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, *30*(3), 607-610.
- Liu, W., & Atuahene-Gima, K. (2018). Enhancing product innovation performance in a dysfunctional competitive environment: The roles of competitive strategies and market-based assets. *Industrial Marketing Management*, *73*, 7-20.

- Macke, J., & Genari, D. (2019). Systematic literature review on sustainable human resource management. *Journal of cleaner production*, 208, 806-815.
- Madanat, H. G., & Khasawneh, A. S. (2018). Level of effectiveness of human resource management practices and its impact on employees' satisfaction in the banking sector of Jordan. *Journal of Organizational Culture, Communications and Conflict*, 22(1), 1-19.
- Magrini, A., Lentini, G., Cuman, S., Bodrato, A., & Marengo, L. (2020). From nearly zero energy buildings (NZEB) to positive energy buildings (PEB): The next challenge—The most recent European trends with some notes on the energy analysis of a forerunner PEB example. *Developments in the Built Environment*, 3, 100019.
- Mahdavinejad, M. S., Rezvan, M., Barekattain, M., Adibi, P., Barnaghi, P., & Sheth, A. P. (2018). Machine learning for Internet of Things data analysis: A survey. *Digital Communications and Networks*, 4(3), 161-175.
- Mansaray, H. E. (2019). The Consequence of Human Resource Planning on Organizational Performance: An Ephemeral Review. *Britain International of Humanities and Social Sciences (BioHS) Journal*, 1(2), 50-61.
- Marć, M., Bartosiewicz, A., Burzyńska, J., Chmiel, Z., & Januszewicz, P. (2019). A nursing shortage—a prospect of global and local policies. *International nursing review*, 66(1), 9-16.
- Margolis, M. F. (2018). How politics affects religion: Partisanship, socialization, and religiosity in America. *The Journal of Politics*, 80(1), 30-43.
- Mayo, A. R. P., Velaz, E. B., Nieto, N. R., & Sánchez, P. G. (2019). Working Happiness in the Human Resource of a University Organization Based on Seligman's PERMA Model. *International Journal of Human Resource Studies*, 9(4), 101-109.
- Methot, J. R., Rosado-Solomon, E. H., & Allen, D. G. (2018). The network architecture of human capital: A relational identity perspective. *Academy of Management Review*, 43(4), 723-748.
- Mirzania, P., Ford, A., Andrews, D., Ofori, G., & Maidment, G. (2019). The impact of policy changes: The opportunities of Community Renewable Energy projects in the UK and the barriers they face. *Energy Policy*, 129, 1282-1296.

- Naim, M. F., & Lenka, U. (2020). Organizational learning and Gen Y employees' affective commitment: The mediating role of competency development and moderating role of strategic leadership. *Journal of Management & organization*, 26(5), 815-831.
- Naim, M.F. and Lenka, U. (2018), "Development and retention of Generation Y employees: a conceptual framework", *Employee Relations*, Vol. 40 No. 2, pp. 433-455. <https://doi.org/10.1108/ER-09-2016-0172>.
- Njeri, L. W., Ngui, T., & Mathenge, F. (2019). Succession planning and organizational performance of faith based organizations: a case of Catholic Archdiocese of Nairobi. *Journal of Human Resource & Leadership*, 3(3).
- Noyes, J., Booth, A., Flemming, K., Garside, R., Harden, A., Lewin, S., ... & Thomas, J. (2018). Cochrane Qualitative and Implementation Methods Group guidance series—paper 3: methods for assessing methodological limitations, data extraction and synthesis, and confidence in synthesized qualitative findings. *Journal of clinical epidemiology*, 97, 49-58.
- Ogbonnaya, C., & Valizade, D. (2018). High performance work practices, employee outcomes and organizational performance: a 2-1-2 multilevel mediation analysis. *The International Journal of Human Resource Management*, 29(2), 239-259.
- Okoye, E. A., Bocca, B., Ruggieri, F., Ezejiofor, A. N., Nwaogazie, I. L., Domingo, J. L., ... & Orisakwe, O. E. (2021). Metal pollution of soil, plants, feed and food in the Niger Delta, Nigeria: Health risk assessment through meat and fish consumption. *Environmental Research*, 198, 111273.
- Omondi-Ochieng, P. (2019), "Resource-based theory of college football team competitiveness", *International Journal of Organizational Analysis*, Vol. 27 No. 4, pp. 834-856. <https://doi.org/10.1108/IJOA-04-2018-1403>.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588.
- Paradis, E., & Whitehead, C. R. (2018). Beyond the lamppost: a proposal for a fourth wave of education for collaboration. *Academic Medicine*, 93(10), 1457.
- Patel, P., Dhindsa, D., Eapen, D. J., Khera, A., Gulati, M., Stone, N. J., ... & Sperling, L. S. (2021). Optimizing the potential for telehealth in cardiovascular care (in the era

of COVID-19): time will tell. *The American Journal of Medicine*, 134(8), 945-951.

Ranney, M. L., Griffeth, V., & Jha, A. K. (2020). Critical supply shortages—the need for ventilators and personal protective equipment during the Covid-19 pandemic. *New England Journal of Medicine*, 382(18), e41.

Rao, G., & Deb, J. P. (2021). Professional development of teachers in techno-upgraded teaching learning environment. *Scholarly Research Journal for Interdisciplinary Studies*, 8(65), 15121-15126.

Razak, A., Sarpan, S., & Ramlan, R. (2018). Effect of leadership style, motivation and work discipline on employee performance in PT. ABC Makassar. *International Review of Management and Marketing*, 8(6), 67.

Richards, G., Yeoh, W., Chong, A. Y. L., & Popović, A. (2019). Business intelligence effectiveness and corporate performance management: an empirical analysis. *Journal of Computer Information Systems*, 59(2), 188-196.

Salvato, C., & Vassolo, R. (2018). The sources of dynamism in dynamic capabilities. *Strategic Management Journal*, 39(6), 1728-1752.

Samwel, J. O. (2018). An assessment of the impact of performance management on employee and organization performance-evidence from selected private organizations in Tanzania. *International Journal of Human Resource Studies*, 8(3), 199217-199217.

Sánchez, A., Gonzalez-Gaya, C., Zulueta, P., & Sampaio, Z. (2019). Introduction of building information modeling in industrial engineering education: Students' perception. *Applied sciences*, 9(16), 3287.

Sarantakos, S. (2000). Quality of family life on the farm. *Journal of Family Studies*, 6(2), 182-198.

Shahi, H. B. (2022). Status of human resource planning at Lamkichuha municipality in Kailali of Nepal. *Asian Journal of Research in Marketing*, 11(2), 10-22.

Stanislous, E. C., & Akhigbe, O. J. (2020). HUMAN RESOURCES FLEXIBILITY AND PERFORMANCE OF OIL PRODUCING FIRMS IN RIVERS STATE, NIGERIA. *HUMAN RESOURCES*, 6(1).

Story, D. A., & Tait, A. R. (2019). Survey research. *Anesthesiology*, 130(2), 192-202.

- Subramony, M., Segers, J., Chadwick, C., & Shyamsunder, A. (2018). Leadership development practice bundles and organizational performance: The mediating role of human capital and social capital. *Journal of business research*, 83, 120-129.
- Vetter, J. A. (2018). Parent-child interaction therapy for autism spectrum and attention-deficit/hyperactivity disorders: A review of the literature. *Child & Family Behavior Therapy*, 40(3), 204-232.
- Werdhiastutie, A., Suhariadi, F., & Partiw, S. G. (2020). Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume, 3*, 747-752.
- Zhang, C., Zhang, J., Ji, W., & Peng, W. (2022). Data Acquisition Network Configuration and Real-Time Energy Consumption Characteristic Analysis in Intelligent Workshops for Social Manufacturing. *Machines*, 10(10), 923.



APPENDICES

Appendix I: Research Questionnaire

THE IMPACT OF HUMAN RESOURCE PLANNING ON THE ACTUALISATION OF ORGANISATIONAL OBJECTIVES: A CASE STUDY OF AWUTU SENYA EAST MUNICIPAL ASSEMBLY, KASOA

Dear Respondent,

The questionnaire seeks to gather primary data for a research work in partial fulfillment for a Master's in Business Administration (Management Sciences) at the University of Education, Winneba. Any information provided in this questionnaire will be treated as confidential. You are kindly requested to provide accurate answers to the questions on the questionnaire. Your co-operation and support will be appreciated.



SECTION A

Demographic Characteristics

Please Tick the following in the bracket provided below

1. Gender:

Male () Female ()

2. Age:

18 – 25 () 26 – 30 () 31 – 45 () 46 – 50 () 50 – 60 ()

3. Marital Status:

Single () Married ()

4. Qualification:

Diploma () HND () Degree () Masters ()

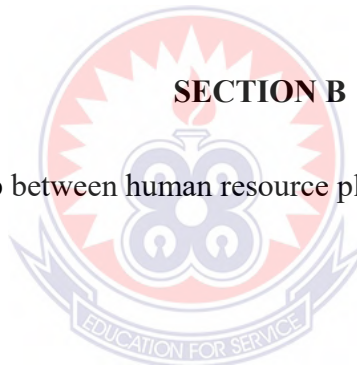
5. Years of Experience:

1 – 5 years () 6 – 10 years () 11 – 15 years () 16 – 20 years ()

21 and above ()

6. Position held in the assembly:

Worker () Supervisor () Middle level manager () Top level manager ()



SECTION B

7) Is there any relationship between human resource planning and Institutional objective?

A) Yes ()

A) No ()

8) If the answer is Yes/No, Give reasons

(i)

(ii)

(iii)

(iv)

9) To what extent does aligning Human Resource Planning actualizes Institution's objective.

- (v)
- (vi)
- (vii)
- (viii)

10) What influence does optimal staffing have on the institution's objectives?

- (ix)
- (x)
- (xi)
- (xii)



11) Is there Any Problem you Come Across in Human Resources Planning and its Implementation?

A) Yes ()

A) No ()

12) What are the Causes of these Problems?

- (i)
- (ii)
- (iii)

(iv)

13) What Measures should be taken in Order to Overcome the Problem on Human Resource Planning and its Implementation?

(i)

(ii)

(iii)

(iv)

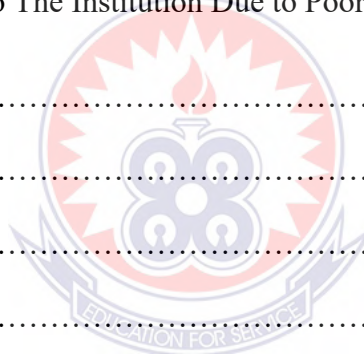
14) What are the Effects to The Institution Due to Poor Planning of Human Resources?

(i)

(ii)

(iii)

(iv)



Thank You