

# Human Resources Planning & Managerial Performance: A Study of the Rwanda Housing Authority, Kigali Rwanda

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## ABSTRACT

The main objective of this research was to investigate the effect of human resource planning on managerial performance, with specific focus on RHA. Specifically, this study examined HR planning, Job analysis, Forecasting HR demand and supply, Salary and incentives; Training and talent promotion; HR Information System and how they affect managerial performance. Managerial performance was measured using Efficiency; Employee motivation; Career development and Job satisfaction. This study adopted both descriptive and interpretive research design. The study was for all population; no sample size was calculated due to small targeted population, 31 employees of RHA. The primary data were collected through the administration of questionnaires to the respondents. Secondary data were collected using documentary information from RHA annual reports for the period of 5 years. The study found that Job analysis and HR Information System have had no effect on Managerial Performance of RHA as shown by the coefficient correlations record the values less than 0.5 while HR planning, Forecasting HR demand and supply, Salary and incentives, Training and talent promotion have positive correlation to the Managerial Performance of RHA in which the coefficient of correlations is recorded the value above 0.5. However, the Overall results indicate that independent variable has positive high correlation to dependent variable equal to 0.581 and therefore managerial performance of RHA depend 58.1% on HR planning. Finally, the study recommends RHA to take care of Forecasting HR demand and supply in designing HR planning; RHA to well prepare the Training schedule and concentrate on talent promotion because it has great meaning in managerial performance and RHA to design salary package and to increase incentive as way of improving management efficiency and managerial performance.

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## 1. Background of the Study

The concept of human resource planning of organization and other large institutions has been a major topic on the policy agenda in developed labor economies over the last decade. Besides that, the concept is progressively warming itself as a main concern on the African continent. Indeed, it is believed that the huge financial loss and the relative poor management performance of the organization in the world have made the issue of human resource planning a catchphrase in the development debate (Chaminade, 2006, p. 1).

Human resource planning (HRP) is described as the process of identifying current and future needs of the human resource so that an organization may achieve its goals (Reilly, 2003). Human resource planning (HRP) is a crucial process in every organization. It is essential to conduct human resource planning (HRP) since hiring the wrong employees or failure to anticipate fluctuations in hiring needs could be costly for organization in the long run. The process of HRP ensures that, an organization's employees have the requisite skills and competencies an enterprise needs

for it to succeed (Ghazala & Habib, 2012). Gupta (2008) adds that, HRP prepares appropriately employees for potential rationalization. It further enables a firm to make adequate preparations for recruitment and strategic hiring.

Human resource planning has traditionally been used by organizations to ensure that the right person is in the right job at the right time. Under past conditions of relative environmental certainty and stability, human resource planning focused on the short term and was dictated largely by line management concerns. Increasing environmental instability, demographic shifts, changes in technology, and heightened international competition are changing the need for and the nature of human resource planning in leading organizations.

Human resource management is key important element in all companies or organization. Human resource management has the opportunity to enable organizations to survive, grow, and be competitive and profitable (Werner, Jackson & Schuler, 2012). Many CEOs from the largest multinational firm to the smallest domestic firm claim that the management of people is vital to their success today and will continue to become more vital. A key area in human resource management is human resource planning, which has been widely studied Adugna, B.M., Kumar Bhupendra (2021).

Therefore, the optimal utilization of human resources is an important success factor contributing to long-term competitiveness. Several definitions have been given by different writers what planning is all about. HRP links people management to the organization's mission, vision, goals and objectives, as well as its strategic plan and budgetary resources. A key goal of HRP is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time and at the right cost. Via planning, management struggles to have the right number and the right kinds of people, at the right places, at the right time, doing things right and give benefit to both the individual and the organization in general. The function of Human resource planning is to assists organizations to recruit, maintain, and optimize the deployment of the personnel needed to meet business objectives and respond to changes in the external environment. The process involves carrying out a skills analysis of the existing workforce, carrying out manpower forecasting, and taking action to ensure that supply meets demand. This may include the development of training and retraining strategies. Human resource planning has traditionally been used by organizations to ensure that the right person is in the right job at the right time.

Generally, HRP involves gathering of information, making objectives and making decisions to enable the organization achieve its objectives (Buck & Watson, 2002). The research paper goes further and extends the literature review to investigate whether human resource planning can be a bridge of managerial performance in the organization taking RHA as case study, and this covering the period from the 2017 to 2020.

### 1.1. Statement of the Problem

Ideally, better human resource planning should lead to efficient management performance because it prevents potential expropriation by controlling employees and ensures better decision-making processes (Miring'u, 2011). Human resource management has emerged as an essential factor for sustained competitive advantage. Research highlights that organizations develop sustained competitive advantage through management of scarce and valuable resources (Barney, 1991). The human resource enables organizations to achieve optimization of resource, effectiveness, and continuous improvement consistently (Wernerfelt, 1984). An organization take time to nurture and develop human capital in the form of knowledge, skills, abilities, motivation, attitude, and interpersonal relationship, and makes it difficult for competitors to imitate (Becker & Gerhart, 1996). Pfeffer (1994) stressed that human resource has been vital for firm sustained performance.

In some African countries, e.g. Ethiopia, Sudan, Kenya etc, Human resource department in different organization is not autonomous as it is sub-department other department not only in profit making organizations but also in non-profit making organizations and this continue to handicap the performance of those institutions. Studies suggest that HR practices affect organizational outcomes by shaping employee behaviors and attitudes (Huselid, 1995; Kehoe & Wright, 2010; Ordiz&Fernández, 2005). Managerial Performance could therefore be regarded as behavior- the way on which organization terms, individual get work done. Campbell (1990) believes that: performance is behavior and should be distinguished from the results because they should be contemplated by system factors. Within the last two decades, there have been a number of important contributions in the literature dealing with issues pertaining to the management of people. Significant attention has been directed towards human resource planning (HRP), which many have seen as representing a distinct approach to managing people (Guest, 1997). Interestingly, although researchers have highlighted the holistic nature of HRP, much of

the initial research into the concept focused on a limited range of issues and has been criticized as 'micro analytic' (Delery & Doty, 1996). However, in the last decade, researchers have sought to show the importance of HRP in influencing organizational performance and it is from this premise that the current interest in SHP has developed (Cappelli and Crocker-Hefter, 1996).

In knowledge economy, the human resource planning has been recognized as a strategic tool, essential to organizational profitability and sustainability (Huselid et al., 1997). This realization has led to the new role of human resource managers as strategic partners in formulation and implementing organizational strategy like Job analysis; Forecasting demand and supply; designing of Salary and incentives; Training, development policies; talent promotion and etc (Myloni et al., 2004). This lack of sufficient research on the effect of Human resource planning on the managerial performance as well as ignoring the effect of Human resource planning practices, is what motivated the researcher to tackle this topic with the aim of finding out the effect of human resource planning on managerial performance, case study of the RWANDA HOUSING AUTHORITY. The study is expected to contribute significantly to the discourse on HRP of RWANDA HOUSING AUTHORITY. Specifically, the research is also expected to become the reference point for future studies on HRP within the Rwanda.

### General objective

To evaluate, the effect of human resource planning on managerial performance of the organization.

### Specific Objectives

Multiple factors representing HR planning such as Job analysis, Forecasting demand and supply, Salary and incentives; Training, development policies and talent promotion as well as job satisfaction, employee's motivation and career development and were used as dependent variables. The following specific objectives were used to guide this research;

- A. To examine the effect of Job analysis on RHA's managerial performance
- B. To examine the effect of Forecasting demand and supply on RHA's managerial performance
- C. To examine the contribution of Salary and incentives and on RHA's managerial performance
- D. To examine the contribution of Training and talent promotion on RHA's managerial performance
- E. To examine the relationship the effect of Salary and incentive on RHA's managerial performance
- F. To examine the effect of HR planning on RHA's managerial performance

### Significances of the study

#### Personal Interest

The study helped the researchers to improve knowledge about the impact of human resource planning on managerial performance of the organization; furthermore it has been conducted in fulfillment of the requirement for the award of Masters' Degree in Human Resource Management.

#### Social Interest

RHA had additional information collected on the field from the potential beneficiaries of the on-going development of policy on employee internal mobility. This information was used to deepen internal consultations and further discussions on aligning the policy direction with the actual situation on the ground. Ultimately, findings of the present study helped other human resource managers who do consider internal mobility as an aspect of human resource supply. They would understand the importance of aligning HR management with the overall organizational strategic plan. This research project report was submitted in partial fulfillment of the requirement for the award of a Master of Science in Human Resource Management.

#### Scientific Interest

Finally, the availability of a piece of research on the present topic in the library of UoK as well as issues that are raised therein will steer the inquisitive minds of other researchers to carry out further investigations and studies, hence deepening the understanding about the subject.

Human resource planning (HRP) is described as the process of identifying current and future needs of the human resource so that an organization may achieve its goals (Reilly, 2003). Human resource planning (HRP) is a crucial process in every organization. It is essential to conduct human resource planning (HRP) since hiring the wrong employees or failure to anticipate fluctuations in hiring needs could be costly in the long run. The process of HRP ensures that, an organization's employees have the requisite skills and competencies an enterprise needs for it to succeed (Ghazala & Habib, 2012). Gupta (2008) adds that, HRP prepares appropriately employees for potential rationalization. It further enables a firm to make adequate preparations for recruitment and strategic hiring

HR practices also include open management or Management by Objectives (MbO) which encourage participative management and helps with building trust and motivating staff; providing performance incentives for completion of a task in an appreciable manner. Other HR best practices include collecting performance feedback where provision of

constructive feedback from all other employees could be employed as a tool to improve individual employee and organizational performance. In order to position the organization for success, the Government of Newfoundland and Labrador (GNL, 2008) asserted that government departments have been engaged in workforce planning. It is further opined that there are three key directions that have been identified to assist government in managing the workforce changes. The directions are building the organization's potential, strengthening its competitiveness, and renewing its workforce. It is averred that, when workforce and strategic objectives are aligned, they guarantee the delivery of quality programs and services to the public since the planning would essentially assist in positioning the public service for the future.

It has some little specific literature on the methods used to translate to strategic goals of the organization and environmental influence into human resources objectives. Organizational change literature and corporate planning literatures are helpful as a source of idea in this particular study. Studies about HRP and managerial performance are essentially on what an employee does or not. Employee's performance common to most jobs include the following elements; quantity of output, quality of output, timeliness of output present at work cooperativeness. Performance management typically falls under the functions of strategic human resource planning (HRP) in most organizations. However, the link between organizational performance and strategic HRP has been deeply analyzed (Camps & Arocas, 2009), often questioned in recent times, and deemed a black box (Wright & Gardner, 2003 cited in Katou, 2011). The black box refers to the cause and effect relationship (Gerhart, 2005 cited in Katou, 2011) between

organizational performance, strategic HRP practices, and the effect of those practices on the performance of the organization. Colville and Milner (2011) attempted to provide direction by pointing out that HRP needs to assess and understand the organization's current state, where it wants to be in a future state, and the shift needed to move the organization in that direction. One of the most popular models that strategic HRP tends to lean on for performance management is the theory of management by objectives (MBO). The premise of MBO is the practical application of the goal-setting theory (Drucker, 1954; Carroll & Tosi, 1973; Raia, 1974; Kondrasuk, 1981; Vecchio, 2004) revolving around an organization's essential need to put in place performance criteria and reward systems for effective management and planning (Globerson, 1985). This is where performance management practices were introduced and employee performance was deemed one of the keys to an organization's success. (Lu, Hamid, Ijab, & Soo, 2009). This was even extended to non-profit institutions, such as those in the higher education industry, corporation agency, for better and more effective management of resources (Arena, Arnaboldi, Azzone, & Carlucci, 2009).

The researcher collected the data, and it was sorted and analyzed using statistical package for social sciences (SPSS). This involved data coding, editing and tabulation especially quantitative data. The purpose of all these is to make the information clear and understandable for other people. Qualitative and quantitative approach was used for analysis. Mean and standard deviation was used to give a clear understanding of the research interpretations for clear and easy understanding of the phenomenon studied.

#### Table 4. 1: Human Resource Planning

HR Planning (HRP) is the process that links the human resource needs of an organization to its strategic plan to ensure that staffing needs are sufficient, and that employees are qualified and competent enough to achieve the organization's objectives.

Human Resource Planning												
Statement	Strongly A.		Agree		disagree		S. Disagree		Total		Mean( $\bar{x}$ )	s. dev
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
Before today, you had a basic awareness of what HR Planning is about	9	29	18	58.0	3	9.7	1	3.3	31	100	3.13	0.718
RHA has a methodical HR Planning function or practice in place	2	3.4	9	29.0	18	58	2	6.4	31	100	2.35	0.709
HR Planning improves organizational achievements	26	83.9	5	16.1	0.0	0.0	0.0	0.0	31	100	3.84	0.374
Top management is supportive and committed to HR Planning	5	16.1	16	51.6	9	29.0	1	3.3	31	100	2.81	0.749

HR Planning is considered as an important part of the Organization	3	9.7	15	48.3	12	38.7	1	3.3	31	100	2.65	0.709
An HR planning strategy allows RHA to gain a competitive advantage	13	42.0	12	38.7	5	16.0	1	3.3	31	100	3.19	0.833
RHA is competitive in the labor market	3	9.7	18	58.0	8	25.8	2	6.4	31	100	2.71	0.739

Source: primary data, 2021

For whether HR Planning improves organizational achievements (managerial performance), the mean was  $\mu=3.84$  and the standard deviation observed was 0.374 the mean fall in interval of acceptance which means that there is sufficient evidence to confirm that HR Planning improves organizational achievements as the majority of the respondents agreed with the statement and the standard deviation is getting lower which confirm the evidence to confirm that HR Planning improves organizational achievements. On whether respondents had a basic awareness of what HR Planning is about, the mean recorded was  $\mu=3.13$  indicating that the respondents were neutral on whether they had basic awareness of what HR Planning is about. On whether Top management is supportive and committed to HR Planning, the mean recorded was  $\mu=2.81$  which shows that the respondents were neutral about the statement. On whether HR planning strategy allows RHA to gain a competitive advantage, the mean recorded was  $\mu=3.19$  which shows that there is the respondents were neutral about the statement which means that there is no evidence to confirm or not. On whether HR Planning is considered as an important part of the Organization, the mean recorded was  $\mu=2.65$  which shows that the respondents were neutral about the statement as mean falls in interval of neutrality (no evidence to confirm or not). On whether RHA has a methodical HR Planning function or practice in place, the mean recorded was  $\mu=2.35$  which shows that there is insufficient evidence to confirm the statement because mean falls in the interval of rejection (no evidence to confirm the statement) and finally on whether RHA is competitive in the labor market, the mean recorded was  $\mu=2.71$ , indicating that respondents were neutral on whether RHA is competitive in the labor market. Overall, the findings revealed that HR Planning improves organizational achievements (managerial performance) unless the respondents were neutral on some statement as shown by its mean which is significant.

#### Table4.2: Forecasting workforce demand and supply

This is the estimation of future manpower or labor requirements based on strategic business plans and on anticipated future activities of an organization and this is an analysis of skills within the organization to assess available internal and external labor supply

Forecasting workforce demand and supply												
Statement	Strongly A.		Agree		Disagree		S. Disagree		Total		Mean	S. dev
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
The HR Planning function is able to provide manpower in line with the business needs	4	12.9	9	29.0	15	48.3	3	9.7	31	100	2.45	0.850
There is a systematic way to assess labor requirements	4	12.9	5	16.1	14	38.7	8	25.8	31	100	2.16	0.969
There is a methodical way and clear communication channel of reporting labor requirements	2	6.4	12	38.7	10	32.2	7	22.5	31	100	2.35	0.877
Inaccurate data analysis such as unsound selection of programs, poor design of such programs, and misunderstanding of their objectives affect HR Planning	14	45.1	13	41.9	4	12.9	0	0.0	31	100	3.32	0.602
There is alignment in workforce and strategic objectives with the delivery of quality programs and services to stakeholders	7	22.5	13	41.9	9	29.0	2	6.4	31	100	2.84	0.860
Programs and projects by design usually have high turnover. The RHA HR Planning system helps to quickly deal with the high turnover	4	12.9	6	19.3	13	41.9	8	25.8	31	100	2.23	0.990

Skills availability is based on the objectives that need to be achieved The HR Planning system reduces excessive labor turnover and promotes internal mobility	2	6.4	9	29.0	13	41.9	7	22.5	31	100	2.19	0.873
Workforce demands are supplied from inside to promote internal mobility	1	3.3	14	45.1	13	41.9	3	9.7	31	100	2.45	0.723
Employees build their careers at a slow pace	5	16.1	18	58.0	3	9.7	4	12.9	31	100	2.77	0.920
Internal mobility increases an employee's job satisfaction	18	58.0	10	32.4	2	6.4	1	3.2	31	100	3.55	0.468
Enough resources are allocated to support the HR department to ensure maximum utilization of the workforce	1	3.2	7	22.5	17	54.8	6	19.5	31	100	2.10	0.746
The recruitment and selection department understand the labor supply market	3	9.7	10	32.2	16	51.6	2	6.4	31	100	2.50	0.731
Forecasting demand and supply optimizes the utilization of current human resources in crisis situations	4	12.9	14	45.1	8	25.8	5	16.1	31	100	2.55	0.925
Workforce assessment needs are shared at all levels	2	6.4	4	12.9	16	51.6	9	29.0	31	100	1.97	0.836
The budget is an obstacle to a forecasting workforce demand and supply	4	12.9	16	51.6	6	19.3	5	16.1	31	100	2.61	0.919
Missing skills are addressed to promote employee development	0	0.0	5	16.1	20	64.5	6	19.3	31	100	1.87	0.605

**Source: primary data, 2021**

For whether HR Internal mobility increases an employee's job satisfaction, the mean recorded was  $\mu=3.55$  and the standard deviation observed was 0.468 which means that there is sufficient evidence to confirm that Internal mobility increases an employee's job satisfaction as the majority of the respondents agreed. From the statement above it is clear that RHA should put more effort to make employee's satisfaction by increasing internal mobility. On whether The HR Planning function is able to provide manpower in line with the business needs, the mean recorded was  $\mu=2.48$  which shows that their insufficient evidence to confirm the above statement as the mean falls in the area of neutrality. On whether there is a systematic way to assess labor requirements, the mean recorded was  $\mu=2.48$  which shows that their insufficient evidence to confirm the above statement. On whether inaccurate data analysis such as unsound selection of programs, poor design of such programs, and misunderstanding of their objectives affect HR Planning, the mean recorded was  $\mu=3.32$  which shows that the respondents were neutral about the statement. On whether there is alignment in workforce and strategic objectives with the delivery of quality programs and services to stakeholders, the mean recorded was  $\mu=2.84$  which shows that there the respondents were neutral about the statement. On whether Programs and projects by design usually have high turnover, The RHA HR Planning system helps to quickly deal with the high turnover, the mean recorded was  $\mu=2.23$  which shows that there insufficient evidence to confirm the above statement. On whether Skills availability is based on the objectives that need to be achieved The HR Planning system reduces excessive labor turnover and promotes internal mobility, the mean recorded was  $\mu=2.19$  which shows that there insufficient evidence to confirm the statement. On whether Workforce demands are supplied from inside to promote internal mobility, the mean recorded was  $\mu=2.45$  which shows that there insufficient evidence to confirm the statement. On whether Employees build their careers at a slow pace, the mean recorded was  $\mu=2.77$  which shows that there the respondents were neutral about the statement. On whether there enough resources are allocated to support the HR department to ensure maximum utilization of the workforce, the mean recorded was  $\mu=2.10$  which shows that there insufficient evidence to confirm the statement. On whether the recruitment and selection department understand the labor supply market, the mean recorded was  $\mu=2.50$  which shows that there the respondents were neutral about the statement. On whether Forecasting demand and supply optimizes the utilization of current human resources in crisis situations, the mean recorded was  $\mu=2.55$  which shows that there the respondents were neutral about the statement. Workforce assessment needs are shared at all levels, the mean recorded was  $\mu=1.97$  which shows that there insufficient evidence to confirm the above statement. On whether

the budget is an obstacle to a forecasting workforce demand and supply, the mean recorded was  $\mu=2.61$  which shows that there the respondents were neutral about the statement and finally Missing skills are not addressed to promote employee development as shown by the mean which falls in the area of rejection  $\mu=1.87$ . Overall, the findings revealed that HR Internal mobility increases an employee's job satisfaction as shown by the mean ( $\mu=3.55$ ) lies in the area of acceptance which means that there is sufficient evidence to confirm that Internal mobility increases an employee's job satisfaction.

**Table 4.3: Job analysis**

Job analysis is the process of obtaining information about jobs through a systematic examination of job content. Job analyses provide valuable information for forecasting future staffing needs and other human resources management functions.

Job analysis												
Statement	Strongly A.		Agree		disagree		S. Disagree		Total		Mean	s. dev
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
The characteristics of anticipated jobs are well defined	5	16.1	20	64.5	6	19.3	0	0.0	31	100	3.00	0.577
Job responsibilities are aligned to the objectives of the organization	8	25.8	21	67.7	1	3.4	1	3.4	31	100	2.97	0.605
Job experience and job qualifications are defined together with the responsibilities	9	29.0	17	54.8	4	12.9	1	3.4	31	100	3.16	0.638
Job roles and responsibilities are well defined and understandable to incumbents	4	12.9	23	74.1	4	12.9	0	0.0	31	100	2.14	0.786
Jobs are clearly understood by both jobholders and the organization	2	6.4	23	74.1	6	19.3	0	0.0	31	100	3.00	0.516
The right persons are fitted to the right place due to prior analysis of the job requirements	7	22.5	11	35.4	11	35.4	2	6.4	31	100	2.87	0.499
Each job is designed with consideration of the work and implementation environment	3	9.7	17	54.8	11	35.4	0	0.0	31	100	2.74	0.893
The work provided is challenging and rewarding	7	22.5	19	61.2	3	9.7	2	6.4	31	100	3.00	0.775
Jobs descriptions are rigid and standard documents which cannot be adjusted to reality	1	3.4	6	19.3	18	58.0	6	19.3	31	100	2.06	0.727
The organization chart of RHA reflects clear division of labor due to job analysis	2	6.4	8	25.8	19	61.2	2	6.4	31	100	2.32	0.702
The hierarchical link is clear to everyone	4	12.9	14	45.1	11	32.2	2	6.4	31	100	2.70	0.750

Source: primary data, 2021

#### Overall testing of the relationship between HR planning and managerial performance

Relationship		HR planning	managerial performance
HR planning	Pearson Correlation	1	.581**
	Sig. (2-tailed)		.000
	N	31	31
managerial performance	Pearson Correlation	.581**	1
	Sig. (2-tailed)	.000	
	N	31	31

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table above is giving the relationship between HR planning and managerial performance of RHA using Pearson where by the respondents N is 31 and the significant level is 0.01, overall results indicate that independent variable has positive high correlation to dependent variable equal to 0.581 and therefore managerial performance of RHA depend 58.1% on HR planning. Therefore researchers conclude that variables are positive correlated.

This means that there is a significant relationship between HR planning and managerial performance of RHA. In conclusion HR planning contributes positively to the managerial performance of RHA as witnessed by findings above. Similar finding was found by the research conducted in Croatia suggests that HRP positively affects organizational managerial performance outcomes of company innovation, product. Organizations are pursuing proactively human resource Planning (HRP) practices and systems to capitalize on strength of this vital asset for sustained competitive advantage in knowledge economy (Jackson & Schuler, 2000).

### Summary of findings

The main objective of this study was to establish the effect of human resource planning on managerial performance of the organization taking RHA as case study over a period of 5 years.

The results indicate that independent variable has positive high correlation to dependent variable equal to 0.581 and therefore managerial performance of RHA depend 58.1% on HR planning. Therefore, the researcher concludes that variables are positively correlated. This means that there is a significant relationship between HR planning and managerial performance of RHA. In conclusion HR planning contributes positively to the managerial performance of RHA as witnessed by findings above. Similar finding was found by the research conducted in Croatia suggests that HRP positively affects organizational managerial performance outcomes of company innovation, product. Organizations are pursuing proactively human resource Planning (HRP) practices and systems to capitalize on strength of this vital asset for sustained competitive advantage in knowledge economy (Jackson & Schuler, 2000).

### Conclusion

Based on research finding, the researcher would like to conclude that Job analysis and HR Information System have had no effect on Managerial Performance of RHA as shown by the coefficient correlations record the values less than 0.5 while HR planning, Forecasting workforce demand and supply, Training and talent promotion and salary and incentive have positive correlation to the Managerial Performance of RHA in which the coefficient of correlations is recorded the value above 0.5. The results imply that there are 'positive relationships' between HR planning, Forecasting workforce demand and supply, Training and talent promotion and salary and incentive and managerial performance of RHA while no correlation between Job analysis and HR Information System and Managerial Performance of RHA.

Overall results indicate that independent variable has positive high correlation to dependent variable equal to 0.581 and therefore managerial performance of RHA depend 58.1% on HR planning. This means that there is a significant relationship between HR planning and managerial performance of RHA. Therefore the researcher concludes that variables are

positive correlated and hence HR planning contributes positively to the managerial performance of RHA as witnessed by findings..

### Recommendation

To increase the managerial performance of RHA, HR planning should generally be more proactive to improve the correlation although is positive, the percentage is not satisfactory. The researcher can easily interpret the correlation in the way that RHA does not give enough importance to HR planning and that its translation into overall strategy is not as deep as it should.

RHA should conduct regular surveys to gather information from field country offices for them to be involved not only in putting into actions the strategy but also in defining them.

Particularly, the researcher would recommend RHA:

- [1] To concentrate on forecasting workforce demand and supply in designing HR planning
- [2] RHA should prepare the training schedule and concentrate on talent promotion because it has great meaning in managerial performance
- [3] RHA should design salary and incentive package as way of retaining good employees and hence improving managerial performance.
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