

UNIVERSITY OF CAPE COAST

HUMAN RESOURCE PLANNING PRACTICES AND EMPLOYEE
SATISFACTION AT KOMFO ANOKYE TEACHING
HOSPITAL, KUMASI, GHANA

BY

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that on part of it has been presented for another degree in this university or elsewhere.

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Supervisor's Declaration

I hereby declare that this dissertation was supervised in accordance with the policy on supervision of dissertation put in place by the University of Cape Coast.

Supervisor's Signature..... Date.....

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ABSTRACT

The aim of this study was to investigate human resource planning practices in public hospital using in Komfo Anokye Teaching Hospital as a case. The study is a descriptive study with quantitative method as the study design. In gathering data for the study, primary and secondary were used. The study used simple random sampling technique. Questionnaires were the major instruments used to collect data for the study. A total of 152 questionnaires were administered of which 130 correctly answered and returned for analysis. SPSS was used for data analysis. The study findings showed that the hospital mainly practice human resource planning to obtain the needed number staff and the required skills to achieve its objectives. The study identified career planning as the main approach of human resource planning used by the hospital. The findings also showed that there were a lot of challenges with the practice of human resource planning which included lack of management support, inadequate involvement of middle and operational managers, high rate of labour mobility, changes in government laws and regulations and national population trends. Among the challenges, the study found out that the human resource unit inability to adequately involve the operational and middle managers were the most important of the challenges to the respondents. Finally, the study found out that, the employees were very satisfied with the practice of HR planning in the hospital. Conclusions and recommendations emanated from the findings included the need for the hospital human resource unit to involve the operational managers in the planning process. The hospital's management must also show commitment to human resource planning process.

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DEDICATION

To my wife and Children.

TABLE OF CONTENTS

	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
DEDICATION	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE:INTRODUCTION	
Background to the Study	1
Statement of the Problem	4
Specific Objectives	6
Research Questions	6
Significance of the Study	7
Scope of the Study	8
Limitation of the Study	8
Organization of the Study	9
CHAPTER TWO:LITERATURE REVIEW	
Introduction	11
Theoretical Background of the Study	11
Human Capital Theory	12
Resource Base View	13

The Concept of Human Resource Planning and its Importance	13
Reasons for conducting Human Resource Planning practice	18
Human Resource Planning Practices	24
Career Planning	25
Contingency Planning	27
Competency Planning Approach	28
Challenges facing human resource planning in recent times	29
Employee Satisfaction with Human Resource Planning	34
Empirical Studies on human resource planning practices	37
Chapter Summary	44
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	
Introduction	45
The Study Design	45
The Study Organisation	48
Study Population	49
Sampling and Sample Size	50
Primary Data	51
Data Collection Instruments	51
Data Analysis Method	53
Ethical Considerations	55
Chapter Summary	56

CHAPTER FOUR:DATA PRESENTATION, ANALYSIS
AND DISCUSSION

Background of the Respondents	57
Reason for human resource planning in the hospital	59
Human resource planning practices at Komfo Anokye Teaching Hospital	62
Challenges of Human Resource Planning	64
Levels of Satisfaction of the Employees on Human Resource planning in the hospital	67
Chapter Summary	69

CHAPTER FIVE:SUMMARY, CONCLUSIONS AND
RECOMMEDATIONS

Introduction	70
Summary	70
Conclusion	73
Recommendations	74
Suggestions for further Study	75
REFERENCES	76
APPENDIX A:Questionnaire	85
APPENDIX B: Determining Sample Size of a Known Population	88

LIST OF TABLES

Table	Page
1 Background of Respondents	58
2 Purpose of Human Resource Planning	60
3 Challenges facing Human Resource Planning	65
4 Levels of Satisfaction of the Employees on Human Resource Planning in the Hospital	68

LIST OF FIGURES

Figure	Page
1 Category of staff by professional groups	50
2 Human resource practices	63

LIST OF ACRONYMS

HR	Human Resource
HRM	Human Resource Management
HRP	Human Resource Planning
KATH	Komfo Anokye Teaching Hospital

CHAPTER ONE

INTRODUCTION

Chapter One introduces the background to the study. It also provides sections for statement of the problem, objectives; general objectives and specific objectives, research questions, significance of the study, scope of the study, limitations of the study as well as organization of the study.

Background to the Study

Organizations usually make provisions for their needs for supplies, equipment, building capacity, and financing. Organizations must also make provisions and plan for their human resource needs. Human resource planning entails identifying staffing needs of the organization, forecasting available personnel, and determining what additions or replacements are required to maintain a staff of the desired quantity and quality to achieve the organization's objectives. Proper human resource planning means meeting current and future human resource needs. The manager ensures that personnel needs are met through ongoing analysis of performance objectives, job requirements, and available personnel, coupled with knowledge of employment laws (Lunenburg, 2012).

Cole (2002) has said that the most important single resource in an organization is people. An organization needs the kind of resources that will give them a competitive advantage. Human resources have necessary attributes to provide competitive edge for organizations. To imitate human resources as a high performing competitor, one would have to figure out which employees are providing the advantages and in what manner.

It is the human resource, which is of dominant importance in the success of any organization. This is so because most of the problems in organizations are human and social rather than physical, technical and economic issues. Lepak and Snell (2002) have argued that because of their value, these employees are able to contribute to the attainment of a firm's strategic objectives. In other words, human capital is only strategically important if it directly implements the organizations' strategies. It is therefore to be presumed that not all strategic processes will be highly dependent on human capital (Becker & Huslid, 2006). Huslid (1995) has also commented that a firm's current and potential human resources are important considerations in the development and execution of its business plan.

According to Stoner, Freeman and Gilbert (2006) planning in an organization is the process of setting goals and choosing the means to achieve those goals. They asserted that without planning managers in an organization cannot know how to organize people and resources effectively. Human resource planning must be a fundamental part of business planning because it is deemed as central of all planning practices of the business. A human resource plan must indicate the assurance that there is the right number and structure of human beings in specific jobs at the right period. These human beings are required to meet the defined organizational objectives and aims. Human resources planning in the broadest sense include both strategic and operational human resource planning as a continuous process rather than an activity limited to a fixed segment of the business planning process (Boyd, 2008). The organizational environment is changing rapidly in a way that requires business executives to embrace

significantly more human resource planning strategies. Human resource planning can result in enhancement in productivity especially when it is backed by efforts to clearly define job roles, provide training and development for workers, and to engage in complete performance appraisals.

Accordingly, it aligns an organization's workforce with the government's priorities, and the department's mission, strategic plan and budgetary provisions. In recent times many organizations are seeing the relevance of planning for human resources because of the realization of the increasing importance attached to the most valuable asset of the organization. Organizations must emphasize the alignment of objectives with the people in the organization to achieve strategic goals within the rapidly changing business environment. However, a lot of public organizations are seen not to practicing human resource planning but rather activity of planning for human resources is more profound in the private organizations. Thus, practice of human resource planning is less embraced in public managed organizations. This has led to paucity of information on planning practices in most of Ghanaian public institutions. It is in this light that this study is conducted with the aim of filling this knowledge gap. This study is therefore relevant to pursue to the extent that analyzing the practices of human resource planning in Komfo Anokye Teaching Hospital would enable other public health institutions imbibe the practices to improve human resource planning.

Statement of the Problem

Komfo Anokye Teaching Hospital (KATH) is among the four Teaching Hospitals in Ghana. The rest are the Korle-Bu, Tamale and Cape Coast Teaching Hospitals. Komfo Anokye Teaching Hospital is one of the agencies under the Ministry of Health. It is autonomous from the Ghana Health Service. The hospital is a public service organization operating under the Ghana Health Service and Teaching Hospital's Act, 1993(Act 525). The hospital being a teaching hospital is responsible for the provision of advanced clinical care, training of clinical students and conduct research into clinical issues. It also provides continuous support to Ghana Health Service institutions (KATH Annual Report, 2014). As an organization, it has been planning for resources to enable it achieve its mandate.

As noted above, the hospital was established to provide tertiary clinical services to bring about improved health status to the peoples in its catchment area. However, it has been difficult to acquire the right number and caliber of relevant staff which the hospital needs to realize its mission and vision. The hospital has as one of the many administrative units, a human resource unit with the responsibility of managing the human resources of the organization.

The management of the human resources of the hospital has not been without challenges. The presumed difficulties of planning and managing the hospital's human resource are deemed to have adverse impact on the performance of the organization.

As a public health organization, not much emphasis has been placed on planning for human resources. Inadequacy of Human Resources Planning has

been cited as the reason why most public organizations are facing a chaotic situations as they have not from the onset plan their workforce, neither did they have any systematic human resource (HR) management programme that put the organizations goals first and the decay in the public organizations is evident as the level of frustration is equally high; and the marketplace trend of organization is becoming a reality (Goetz, 1989).

Currently, some units and departments of the hospital are seen as having more human resources whilst others are seen as having shortages. This is a problem that needs to be investigated. No studies have been conducted yet to determine the relevance and the nature of human resource planning practice in the hospital. The seemingly shortage of critical human resources in the hospital is a problem which the human resource unit of the hospital should focus on addressing to ensure that the right quantity and quality of staff are employed to fill vacancies.

Some studies have been conducted on human resources planning. Those studies were mostly conducted in Asian countries like Iran and other developed countries particularly European countries (Busine & Watt, 2005).

From the literature reviewed (Busine and Watt, 2005; Cascio, 2006; Van den Berg, Beliën and Hoskens, 2013), it is realized that studies conducted on human resource planning function in organizations were mostly concentrated on private business organizations leaving the public organizations unexplored. Furthermore, most of those studies carried out on human resource planning were not conducted in public health organizations and teaching hospitals in particular. This then leaves a gap in the literature. This study intends to investigate and fill the gap left behind by the previous studies as revealed in the literature on the extent of human

resource planning in public health organizations in Ghana using KATH as a case for analysis. The study therefore seeks to investigate the practice of human resource planning in public teaching hospitals with Komfo Anokye Teaching Hospital as a case.

Objectives of the Study

The objective of the study is divided into general and specific objectives.

General Objectives

The main objective of this study is to investigate the practice of human resource planning in Komfo Anokye Teaching Hospital within the context of its organizational environment.

Specific Objectives

In order to achieve the general objectives, the following specific objectives will be investigated and analyzed:

1. To identify the reasons behind human resource planning in the hospital.
2. To examine the practices of human resource planning in the hospital.
3. To investigate the various challenges faced by the hospital in its human resource planning process.
4. To determine the levels of satisfaction of the employees on human resource planning practice in the hospital.

Research Questions

1. What are the reasons for conducting human resource planning in the hospital?
2. What are the practices of human resource planning in the hospital?

3. What are the challenges of human resource planning in the hospital?
4. What are the levels of satisfaction of the employees on human resource planning practice in the hospital?

Significance of the Study

It is worthy to note that the human resource unit in Komfo Anokye Teaching Hospitals has made some significant contributions to the hospital in terms of the practice of human resource management activities. Since its inception, gains have been made in terms of the number of staff and the level of skill mix. However, this has not been at an appreciable level required over the period. The success or otherwise of human resource planning could be attributed to the activities of the human resource unit. It has however been perceived that the hospital has not been able to attract and retain the right number and quality of staff to perform its obligations.

This study is expected to identify the importance of human resource planning to the hospital over the years. Again, the study is expected to come up with knowledge on the challenges facing human resource planning in Ghanaian public hospitals particularly Komfo Anokye Teaching Hospital. The research findings are also expected to raise some human resource planning drawbacks which ought to be addressed by Ghanaian public hospitals. Additionally, the findings and recommendations of the study would assist the management of the hospital to formulate and adopt appropriate human resource planning approaches and strategies that would strengthen their human resource base. Other teaching

hospitals in the country can also use the study as a guide to redesign their human resource planning policies in order to ensure adequate performances.

Furthermore, it is expected that the study would make contributions to expanding literature on issues related to the human resource planning in public hospitals in Ghana. It is also assumed that results from the study will be relevant to academia, extension of knowledge frontier as well as to policy analysts and makers in the Ghanaian public health system. The study will help the researcher fulfill the requirement of obtaining Masters of Business Administration (Human Resource Management option).

Scope of the Study

The study only focused on the nature and extent of human resource planning practice in Komfo Anokye Teaching Hospital.

However, particular emphasis was placed on the reasons for conducting human resource planning, the practice of HRP, challenges with HRP practice in the hospital and satisfaction levels of staff with regard to the human resource planning practice in the hospital. The study only concentrated on the units that are associated with planning in the hospital.

Limitation of the Study

The study was limited to only staff of Komfo Anokye Teaching Hospital in Kumasi. The study was also limited by the sample size used for the study since not every individual within the hospital populace was covered. This therefore

made generalization difficult to make. The research was also limited by the methodology adopted.

Organization of the Study

This study was organized into five chapters. Chapter one presented Background Information; Statement of the Problem; Objectives of the Study; Research Questions, Significance of the Study, Scope of the Study and Organisation of the Study. Chapter two reviewed relevant studies conducted by researchers in the same study area as well as concepts and theories of human resource management. Chapter three explained the research methodologies underpinning the study. The methodology was made up of study organization, study design, data collection methods and analytical framework. Chapter Four comprised of sections on data analysis and discussion of results obtained from the study. Chapter five of the study focused on summaries, conclusions, provision of practical recommendations for the hospital and for further studies.

Chapter Summary

In this chapter, the study introduced the background to the study. Statement of the problem where the justification for the study was outlined was also treated as a section under the chapter. As part of chapter one, general objectives and specific objectives were also mentioned. The objectives explained the main focus of the study whereby what the study intended to achieve was delineated. The objectives were stated as questions under the research question section to enable the study look up for answers all in attempt to achieve the objectives of the study. A section for significance of the study was also part of the

chapter to indicate the relevance the study. The study coverage was mentioned under the scope of the study as part of this chapter. Also included in this chapter was a section for organization. Another section under this chapter was limitations. This section explained the challenges the study was faced with in attempt to find answers to the research questions. The last section of the chapter, organization of the study, indicated how the whole study report was structured and presented.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter focused attention on a review of related studies on human resource planning in organizations. The chapter has section on the concept of human resource planning and its importance as the foundation for a deeper understanding of the subject. The rest of this chapter was devoted to in-depth examination of the concept for adequate insight. There is a section for identified gaps left unfilled by the related literature reviewed.

Theoretical Background of the Study

Within the human resource planning literature, various theories have been developed to aid researchers to explain and describe the nature and essence of human resource planning. However for the purpose of this study human capital and resource base view have been adopted as the theories underpinning the study.

These two theories have been chosen because these theories demonstrate that human resources in organizations are considered as the most valuable resources. The human capital and resource base view theories describe the people in organizations as the most valuable asset without which skills and knowledge will be difficult to come by to transform other resources to achieve the goals of organizations.

Human Capital Theory

Human capital theory sees people as valuable assets in organizations. The theory have it that as investments are made in other organizational resources, investment should be made in people as well. The human beings in the organization amount to the organization's human capital. Human resource practices in the organization constitute investments in human resource capital (Ostroff & Bowen, 2000). Coff (1974) viewing from microeconomic perspective has explained that human capital theory suggests that people possess skills, knowledge, and abilities that have the capacity to generate economic rent. Coff also explained that economic rent refers to profits in excess of normal economic returns. The economic aspect has been expantiated by Sudin (2004). Sudin stated that people possess knowledge, skills and abilities (KSAs) that are of economic value to the firm and therefore organizations investments to increase these through training programmes, for example, are only justified if they produce future returns to the organization in the form of improved productivity. This theory therefore sees human resource as one of the assets of the organization that must be invested in like other assets.

Relating human resource planning to human capital theory, it can be said that, in planning for human resources, efforts should be made to increase investment in human resources to achieve optimum benefit to the organization.

Resource Base View

With the resource base theory, resources are seen as the assets that organizations work with to accomplish their objectives. The assumption underlying this view is that organizations can be successful if they gain and maintain competitive advantage (Porter, 1985). Porter commented that according to the resource-based view perspective of the firm, competitive advantage can only come about in situations of resource heterogeneity and immobility. Resource heterogeneity can be seen as the resource belonging to the organization which includes physical resources, human resources and organizational resources that are different from the resources of other firms apparently operating in the same industry. Barney (1991) have said that the resource-based view makes it clear that firms cannot procure sustained competitive advantage which can only be located in rare, imitable and non-substitutable resource present in the organization. The resource base view considers the human resource as one of the asset of the organization which can potentially be a competitive advantage for the organization in the industry.

Relating resource base theory to human resource planning, emphasis should be made that human resource is a valuable resource which must be planned for just like any other resource to use it as a means of achieving competitive edge over their rivals.

The Concept of Human Resource Planning and its Importance

Planning involves deciding what should be done, how it should be done and when it should be done in determining organizational goals and the means of

achieving those goals of the organization (Williams, 2000). Taken as a whole, Human Resource Management (HRM) process encompasses the functions of human resource planning, recruitment, selection, professional development, performance appraisal and compensation. Human resource planning commences the management process. The other functions of HRM follow the planning function. The concept has been defined and described by various researchers within the field of human resource management.

Reilly (2003) has defined human resource planning as a process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and sources of supply which will be required to meet those demands. The organization requirements for employees are determined to carry out its activities. Prashanthi (2013) has come out with the explanation that human resource planning is a process by which human resources are identified, determined and planned that an organization needs in order to meet both its short term and long term requirements. The organization may have short term and long term goals to be met and therefore these goals would require different human resource requirements. Human resource planning processes deal with the bigger issues of the methods of employment and development of people for the purpose of enhancing effectiveness of an organization. It therefore plays an important role in strategic Human Resource Management. Both Reilly and Prashanthi viewed the concept as process through which human resource needs of an organization are satisfied to meet its goal requirement. They also connected the demand and

supply of human resources but failed to analyze the importance of human resources to the organization.

Dessler (2001) has described human resource planning as employment planning that formulates plans to fill future openings based on an analysis of the positions that are expected to be opened and whether they will be internal or external. The explanation provided by Dessler gives a much broader analysis of the situation in terms of searching for the required human resource. Dessler emphasized that the search to fill openings could be within or outside the organization. Human resource planning is the process by which an organization ensures that it has the right number and kinds of people at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives (DeCenzo & Robbins, 2005). Dwevedi (2012) therefore has defined HRP as a process which helps to properly perform important HR functions such that timely information is provided about when to do recruitment of employees.

For the purpose of this study, the definition provided by DeCenzo and Robbins (2005) is adopted because their explanation completed the effort of aligning the concept with the overall strategic objectives of organizations. The effort to conduct human resource planning in an organization provides numerous benefits to that organization.

According to Henri (1980) human resource planning is seen as the process through which the organizations acquires the right number of qualified people in the right job at the right time, focuses on corporate goal, utilizes human

resource, reduces uncertainty, reduces labour cost, keeps records, maintains good industrial relation, and regularizes production. The concern for qualified people is important because that will help the organization to concentrate on acquiring people with the right skills and abilities. The importance of human resource management function of human resource planning cannot be underestimated in today's dynamic environment within which organizations find themselves. Gopikrishna (2011) emphasized the significance of human resource planning process by stating that objectives of the organization are achieved when planning is done properly.

As determined by Dyer (1998) human resource plans are relevant and for that matter human resource development plans can include benefits like highlighting opportunities for strategic partnerships that allow communities and other partners to share the benefits, risks and training costs. Again, Dyer identified that the plan could make it easier to evaluate progress and to present funders, partners, and community members with effective information about that progress. To bring out the relevance of leadership with human resource planning, Jahanian and Modaresi (2014) have said that planning facilitates and warrant leadership because if managers leave organization without planning, disorders could be created in daily operation. The plans also provide for staff and series of their skills to facilitate strategic planning in future. Jahanian and Modaresi also stated that the planning facilitates studying job demands, staff abilities and job resource tendency in the market. Jahanian and Modaresi contended that the

planning defines staff demand in reaction to strategic planning, facilitating resource and fund planning.

Critiquing earlier writers who believed that human resource planning had no relevant consideration for the fast changing organizational environment, Marchington and Wilkinson (1996) have however said that human resource planning is just as important during turbulent times for at least four reasons. The reasons are that it encourages employers to develop clear and explicit links between their business and human resource plans, and so integrate the two more effectively. The planning allows for much better control over staffing costs and numbers employed. It also enables employers to make more informed judgments about the skills and attitude mix in the organization, and prepare integrated personnel and development strategies. The fourth reason provided was that it provides a profile of current staff which is necessary for moves towards an equal opportunity in the organization.

Organization can ensure the smooth running of its functions through placing the right individual at the right time in the right job. Human resource planning is important as it helps to determine future personnel needs. It could therefore be said that surplus or deficiency in workforce strength is the result of the absence of an effective planning system in an organization. From the definitions provided these scholars, human resource planning can therefore be said to be a function of human resource management which seeks to acquire people with the needed skills, attitudes and abilities to take up activities to help achieve organizational goals. It is important to the extent that without the people,

organizations are a mere structure and materials which cannot in anyway achieve the aims of the organization. It therefore stands to reason that human resource planning helps the organization to obtain human resources to combine with other resources to achieve the set goals of the organization.

Burma (2014) concluded that corporations are undergoing dramatic changes with significant implications for how human resources are managed and the HR function is best organized and managed. He has further stated that an effective human resource management gives chance to employees to contribute effectively and productively to the overall company direction and the accomplishment of the organisation's goals and objectives as human resource is the key factor for success of a business in the global competitive markets.

Reasons for conducting Human Resource Planning practice

Reilly (1999) established that there are three reasons why organizations engage in workforce planning. Reilly's assertion involved planning for substantive reasons to have a practical effect by optimizing the use of resources and nurturing skills that take time to develop. The second reason he cited for organizations to engage in human resource planning is the process benefits. The process benefit according to him involves understanding the present in order to confront the future to ensure that long-term thinking is not driven by short-term focus. The third reason he adduced for engaging in human resource planning is for organizations to communicate plans to obtain support and integrate organizational decision making and actions. Apart from Reilly other writers have come up with other reasons why organizations engage in human resource.

For instance, Mullins (1996) indicated that effective human resource planning helped forecast potential future difficulties while there is still a choice of action to be pursued. According to Mullins, the planning should help the organization to formulate effective personnel plans related to such functions as recruitment and selection, training and retraining, management development and career progression, transfers and redeployment, early retirements, salary levels and redundancies.

A conscripted view on human resource planning which is considered to constitute the purpose of human resource planning was provided by Bramham(1987). According to Bramham, the major reason for the use of human resource planning is to give an organization a broad, forward-looking insight into not just the number of employees, but also the type, skills, and attributes of the people that will be needed in the future. The second reason is that the longer and more specialized training is, the more accurate HRP is to the organization's effective operation. This objective reveals what training and development activities ought to be taken to ensure that employees and new hires obtain the necessary skills. The part of the organization responsible for hiring is usually the HR department as Speamerfam (2011) stated that hiring the best talent for the organization is the job of HR department.

Bramham (1987) listed manpower costing as the third purpose. He explained that human resource planning helps to reduce cost by working in advance how organizational operations can perform efficiently. He said that information is received to base vital decisions regarding new ventures and

projects seen to be of immense importance to the organization. Braham also presented redundancy as the fourth purpose for organizations to engage in human resource planning. He explained that it helps in the anticipation of future redundancies which allows corrective actions to be employed. Collective bargaining was listed as the fifth objective. It was seen that human resource planning could provide vital information for bargaining procedures. The final objective as a purpose of human resource planning was about accommodations for companies expecting expansions. Bramham said that organizations viewing from the future could see a need for office space, car parking and other workplace facilities.

To align human resource planning to the strategies of organizations, Milkovich and Boudreau (1990) articulated different purposes for planning for human resources. Milkovich and Boudreau commented that the purpose of human resource planning is to ensure that the human resource decisions that managers make are integrated and directed towards achieving organizational goals. Milkovich and Boudreau failed to situate HRP as part of HRM to assist in achieving organization goals. Mondy and Noe (2006) have been able to situate HRP within HRM. Mondy and Noe have analyzed that human resource planning is the entry point of human resource management concerned with the determination of human resource requirements, job analysis, recruitment, selection and socialization. Mondy and Noe concluded that the purpose of human resource planning is to set personnel goals in terms of securing the right number of people with the right skills at the right time to achieve the organizational

objectives and also to evaluate the various human resource policies and programmes as against the overall organizational competitive strategies.

This therefore brings about ensuring that the organization at all times has the right number of personnel, with the right level of skills in the right jobs at the right time and that these personnel are performing the right activities for the attainment of organizational objectives (Ubeku,1983). It has been added that human resource plan must also predict the problems of possible surpluses and deficits of people (Ikeanyibe, 2009). Human resource planning is intended to make detailed analysis of the present and the future to ensure that the organization has the right number of people available who possess the right skills to perform the jobs required by the organization (Izueke, 2009). This stands to reason that, the purpose of the human resource planning aims to make optimum use of the available human resource and make provision for future human resource needs of the organization.

To Mathis and Jackson (2006) the main purpose of human resource planning is to come out with the right number of human resources, with the right capabilities, at the right time, and in the right places. The right people constitute the quantities of staff with the needed qualifications required by the organization to carry out its activities. The right people means that persons with the intention to share in the vision and philosophy of the organization. The right people must be with the right capabilities. The right capabilities embody the skills and attitudes needed from people to perform activities of the organization (Mathis & Jackson, 2006). The skills and attitudes must be the one to help the organization achieve its

objectives. In order for the organization to do this, the right people with the right capabilities which were obtained at the right time must be put at the right places to realize maximum potentials and results.

The missing element in the attempt of Mathis and Jackson (2006) to identify the purpose of human resource is that the specified human resource is identified and obtained but not aligned with the business objectives. Resources must be acquired not just for the purpose of acquiring them but for use to achieve organizational objectives. Mathis and Jackson concluded that human resource planning is therefore to achieve the organizational goals through its human resource capabilities.

According to Koubek (2007) human resource planning seeks to ensure that the company has not only in the present but especially in the future the human resources in their required number, with the necessary knowledge, skills, experience, with the necessary personal characteristics and optimally motivated with the desired relationship to work. Koubek further stated that the human resources should be flexible and ready for change, optimally positioned on jobs and in working group, at the right time and with the appropriate costs.

Cambal, Holkova and Lenhardtova (2011) have advanced that the basic aim of human resource planning is to assign the necessary number of employees with required qualification being consistent with the company business plans at the right time and at the right position. Cambal et al. (2011) stated that it was necessary to plan a series of steps to eliminate the detected differences between real and desired condition of the employees in enterprise. Cambal et al. (2011)

said that the purpose of human resource planning was to ensure the supply of manpower as and when required, proper use of existing human resources, forecast future requirements of human resources, assess surplus or shortage of human resources, anticipate the impact of technology on jobs, control human resources deployed in the organization and provide the lead to select and train the required human resources.

The practice of human resource planning is also used to position the organization to have leverage over its competitors in the industry within which it operates. Against this background Butler, Ferris and Napier (1991) have emphasized that there is an important role of human resource management to create competitive advantage for the organization against the competitors in the industry. For the organization to have a competitive edge over its competitors, it should be able to develop some initiatives different from its competitors operations. On this score Manzini (1988) has formulated that all organizational initiatives need an integration with HR practices for successful integration with corporate strategies. The integration of HR practices with corporate strategies would enable the employees follow the direction of the organizational goals. Ulrich (1987) have also added that HR planning is recognized as a source of development of organizational functions based on missions and objectives of the organization.

Human Resource Planning Practices

Some approaches to human resource planning which includes succession planning, career planning, contingency planning and competency planning have been identified and explaining under the ensuing headings.

Succession Planning

Belcourt and McBey (2007) has described succession planning as the process of identifying employees who have the potential to assume top positions in the organization and preparing them for these positions. Over the years large and expanding organizations have been engaging in succession planning to ensure that employees are groomed to be able to take up higher roles and positions. Storey (1995) has indicated that top executives often see this as the major rationale for any form of human resource planning. Some organizations center mainly on few top positions. There is imperative need to consider at least a five-year period or more as a significant operation to drive executive recruitment and development programme. Storey has also stated that, succession planning usually involves planning and forecasting the progress of individuals for 20 years and above. On that basis, Rothwell (2010) commented that succession planning is a deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future. A little bit of distinction has been given for this type of human resource planning from the traditional view of human resource planning.

According to Jackson and Schuler (1990), succession planning differs from conventional human resource planning because the succession planning

process covers a few groups of employees but with a superior degree of concentration. It is more systematic and extensive because it is linked with intentional development initiatives targeted at successors. It is however mainly for the top two or three management levels, like replacement planning (Day, 2007). Cannon and McGee (2011) talked about succession planning as been concerned with identifying posts that are critical to success and how best to satisfy future requirements as well as developing strategies to determine the optimum mix of internal and external recruitment. The argument adduced by all of these researchers implied that succession planning is about finding people and developing them for top level jobs in the organization. Succession planning in terms of human resource planning is therefore a way of strategizing to plan for positions in the organization.

Career Planning

Career planning is about matching an individual's career aspirations with the opportunities available in an organization (Budhathoki, 2004). Budhathoki has explained that, career planning is a new practice in which most of the organizations are turning to it as a way to protect rather than react to the problems associated with career. The individual mostly identify his career aspirations and abilities and then recognize what training and development required to follow a particular career path, whereas the organization must identify the needs and opportunities. The organizations have to develop right type of career development programs so as to make the people grow to their full potential and to retain skilled, competent and talented employees in the organization. Hollenbeck et al

(2008) have noted that employees, managers and organizations share the responsibility for career planning.

Additionally, Antoniu (2010) wrote that it was important that the career planning process involved both the organization and the individual. This means that the individual must identify their aspirations and abilities through assessment and counseling to understand their needs for training and development. The organization also must identify its needs and opportunities, to plan its employees and to ensure that its staffs have the necessary information and appropriate training for career development. Antoniu concluded that career planning is based, therefore, on the evaluation of individual skills, interests and motivation, on the analysis of organizational opportunities, setting goals for their careers and develop a strategy to achieve those goals. Career planning can be said to improve staff in accordance with assessments of organizational needs (Keklik, 2013).

Career planning is said to be individually based where the individual is responsible for his/her own career advancement. According to Taylor (1998), career planning stresses much more on the individual's task for his/her own career development. Storey (1995) has however argued that challenges with this type of planning are connected to key people leaving and also managers' lack of broad experience. Storey further stressed that the need for creating connections between different occupations and for the identification of development situation as important technique in career planning. To conclude, career planning as one of the practices of human resource planning ensures that organizations obtain the human

resources whose career development is in line with the organization's development.

Dessler (2008) attempted to expatiate on career planning. Dessler has said that career planning is the deliberate process through which someone becomes aware of his or her personal skills, interests, knowledge, motivations, and other characteristics, and acquires information about opportunities and choices, identifies career-related goals and establishes action plans to attain specific goals. A well-planned career development system along with internal advancement opportunities based on merit, results in high motivation among employees, which has an impact on firm performance (Milkovich & Boudreau, 1998). In a broader sense, career management which is defined by Mayo (1991) as the design and implementation of organisational processes that enable the careers to be planned and managed in a way that optimizes both the needs of the organisation and the preferences and capabilities of individuals has become one of the most important elements in HRM.

Byars and Rue (2000) in their explanation of career management has stated that it is a joint-responsibility between individuals, organisation, and employees immediate managers. It is further stated that individual's responsibility, which covers two main areas: preparing their own career plans and putting the plan into practice are termed as career planning and career strategies respectively.

Contingency Planning

Contingency planning is seen as a strategy developed to prepare for and to react to probable event change which exceeds normal response efforts but whose

impact can severally affect security, resources, assets, human and the society (Schneider, 2004). Contingency planning aims to prepare an organization to respond well to an emergency and its potential humanitarian impact. Developing a contingency plan involves making decisions in advance about the management of human and financial resources, coordination and communications procedures, and being aware of a range of technical and logistical responses. Planning is most effective when it is a participatory process involving all the actors who will be required to work together in the event of an emergency (International Federation of Red Cross and Red Crescent Societies, 2012). Contingency human resource planning therefore seeks to make emergency plans for acquiring human resources particularly in times of shortages.

Competency Planning Approach

The study also looked at International Personnel Management Association (2002) paper which identified approaches of human resource planning. According to the paper human resource planning can take the form of competency approach. The paper examined competency approach to human resource planning. Competency human resource planning identifies sets of competencies aligned with the organization's mission, vision, and strategic goals. This approach assumes that the organization has already considered workforce and workload and can focus not only on the number of people, but the competencies employees must master for organizational success.

Competency planning is basically about planning for skills, knowledge and attitude required to perform a task in the organization. Competency based

planning is an activity or a tool which enables employers to plan for the job roles they require and can afford to meet the needs of their customers, whilst maintaining or improving quality standards (John Sargent Workforce Development Consultancy,2011).The attention here is on planning for skills than for the person who will be employed. As Taylor (1998) commented, skills are planned for instead of forecasting future supply and demand for employees. It is therefore concluded that competency planning is about planning for skills that human resource ought to acquire for the growth of the organization.

Challenges facing human resource planning in recent times

Byars and Rue (2004) have outlined challenges with the practice of HRP. Byars and Rue noted that without the support of top management, HRP is likely to encounter major setback. Byars and Rue have also cited that the size of initial effort to embrace HRP could be a challenge. It is explained that if the initial effort is complicated then the planning program may fail. Byars and Rue also stated that non-involvement of operation managers will pose a challenge for the planning programme. To support what Byars and Rue identified, Harrison (2000) have concluded that lack of support, commitment, involvement and cooperation in the development of human resources have been criticized as affecting the efficiency of the human resource development system. One of the problems with human resource planning is that people perceive that people are available in abundance in our labour surplus economy. Another problem in human resource planning is that the demand for and supply of human resources is not hundred percent accurate. Various types of uncertainties like labour turnover, absenteeism, seasonal

employment, market fluctuations and changes in technology render human resource planning ineffective. The reason is that these uncertainties make human resource forecast a mere guess far from reality.

Anyim, Ekwoaba and Dumebi (2012) enumerated that employee attitudes, workplace diversity, mismatch between applicants' skills and jobs and environmental factors pose challenge to human resource planning. Additionally, Chermack, Lynham and Ruona (2003) have argued that the ageing population has great implications for the future of human resources in organizations. From what Chermack et al. (2003) stated that, it could be true that when the organization's workforce is dominated by aging staff, then it is prudent for the organization to plan for replacement of those staff who will be leaving sooner than later.

Labour mobility is also a challenge to HRP. Labour mobility is the situation where employee of an organization is able to leave and find a job with his skills. According to Lloyd (2002) labour mobility is said to be a major disincentive to the broad provision of training. This rather becomes a barrier to employees' career development and enhancement (Budhwar, Al-Yamadi and Debrah, 2002). Labour becomes mobile when the staff has the ability to leave the organization to join another organization. The organization from which labour leaves is deprived of the competencies of the leaving labour. Linked to labour mobility is poaching which is also a challenge to HRP. To support this assertion, Debrah, Sheila, Kristin, Amanda, Mike and Susan (2003) claimed that some organisations are not providing the training that their employees need, but rather poach employees from other organisations. Bing, Kehrhahn and Short (2003)

have identified shortage of Human Resource Development (HRD) professionals who are skilled and experienced systems thinkers as a challenge to HRP. Kerr and McDougall (1999) have argued that lack of experience and understanding of human resource training and development on the part of managers could also be a problem. O'Connell (1999) has reported that there is a challenge with the acquisition of high caliber human resources with the requisite level of education.

Burack (1988) has come up with some factors that are worth discussing in this study. Burack has stated that organization's philosophy as a factor that influences human resource planning. The philosophy is seen as the mindset of the organization. An organization that believes and values the contribution of its employees has a philosophy that views human resources as an asset that has a critical role to play in the success and survival of the organization. The philosophy of the organization constitutes the values, beliefs and thinking of the organization. If the organization values human resources in the organization then it would make effort to plan for them to achieve its objectives. The other factor he identified is whether the organization is labour or capital intensive. An organization which uses more human effort to carry out its operations is considered to be labour intensive. This organization would put considerable emphasis on the need to plan for more employees with the right skills and attitudes. On the other hand if the organization uses more machines other than human resource to perform its activities, then that organization is considered as capital intensive organization. In this case less emphasis is likely to be placed on human resource planning.

A critical view of the planning process brings to the realization that environmental, organizational and workforce issues will impact the planning process. The planning process constitutes the framework and structures through which planning stages runs through to develop a concrete plan for implementation. Changes in the general economic development, political, legal and social environment will influence the planning process. Changes in these factors pose a challenge to the planning process. Changes in macro-economic conditions affect the productivity and profitability which in turn would affect the organization to acquire more employees and provide training for them. Changes in governmental laws also are a challenge to the process. Any move by the government to place a moratorium on employment will affect the process. Also the social environment is a challenge. Some organizations are enticed to employ employees within the geographical area within which it is located. In much the same way technological advancement will most likely make human resource managers alter the planning process. Technological advancement becomes a challenge to the extent that the advancement replaces human efforts in the discharge of tasks in the organization. It thus makes managers not place importance on the need to plan for human resources. Additionally, workforce issues of retirement, resignation, leave of absence and deaths affect the human resource planning process.

Subjecting the planning process to critical analysis brings to the realization that the human resource process should consider the current workforce of the organization, the expected staff to be recruited, the newly recruited staff and all

those who wish to leave or are leaving the organization. The forces affecting human resources can therefore be seen as external or internal factors.

It is believed that the first step in human resource planning is diagnosing the external environment. The increasing globalization of businesses in the face of dynamic patterns of world trade businesses, the emergence of innovative competitors, new markets and changes in the industrialized nations have some consequences on the labour markets (Taylor, 1998). Businesses go global when they tend to have international view of their business activities. Global business enters new markets in foreign countries other than what they are currently operating in the home country. Global businesses face competition from creative competitors in their new markets.

Businesses must therefore acquire high skilled workforce to stay competitive in the new markets due to globalization. It can be said that companies with the ability to foresee and sustainably manage their workforce needs would obtain the critical competitive advantage (World Economic Forum, 2010a).

According to Zeffane and Mayo (1994) in the context of the supply-demand equation, a range of internal factors require consideration for the purpose of evaluating existing supply from within the organization. The concern should therefore be on the organization's policies on recruitment from within or outside, pay and remuneration, and the organizational culture on employee improvement. Zeffane and Mayo continued to say that age and retirement are evolving as relevant considerations in workforce planning in the present socio-economic conditions. Punia and Sharma (2015) have described organizational culture as the

core values, beliefs and assumption that are widely shared by members of an organization. Punia and Sharma (2015) explained that organizational culture serves a variety of purposes including communicating what the organization believes in and stand for which provides employees with a sense of direction and expected behaviour, shaping employees' attitudes about themselves, the organization and the role they play. Organization culture is also seen as the way things are done in the organization. It gives definition to the systems and processes of organization which makes it distinct from others. The organization policies which are the rules guiding these systems and processes together with the culture of the organization provide a standard for the employees to conduct themselves. Organizational culture influences the human resource planning as it has impact on recruitment and retention. This assertion is corroborated by Buller (1998) who has pointed out that positive culture in organization earns critical acclaim and has a positive impact on retention and recruitment. The age of the workforce is also important factor to consider when planning for HR.

The consideration for age is necessary and is becoming vital mathematical modeling for workforce planning (Mohapatra, Mandal & Saha, 1990).

Employee Satisfaction with Human Resource Planning

It has been explained that one of the major aspects of Human Resource Management is the measurement of employee satisfaction. It is postulated that HR practices are closely associated with job satisfaction and therefore employee satisfaction (Ting, 1997). Companies have to ensure that employee satisfaction is high among the employees as a precondition for increasing productivity,

responsiveness, quality and customer service (Sageer, Rafat & Agarwal, 2012). According to Moyes, Shao and Newsome (2008) employee satisfaction may be portrayed as how pleased an employee is with his or her position of employment. Burma (2014) concluded that directly related to Human Resources Planning is selection and recruitment of right people from internal or external sources. This obviously is another critical issue for HRM as it is directly related to cost and overall performance of the organization. He further stated that recent years have witnessed burgeoning interest in the degree to which human resource systems contribute to organizational effectiveness. If the organization's human resource planning is seen to be effective, the staff satisfaction is largely to be affected positively.

Appelbaum, Bailey, Berg and Kalleberg (2000) posited that several scholars and practitioners believed that sound HR practices result in better level of job satisfaction which ultimately improves organizational performance. To support what Appelbaum et al. (2000) stated, Gould-William (2003) showed that use of specific HR practices in local government organizations in the United Kingdom (UK) was associated with a greater degree of job satisfaction, workplace trust, commitment, effort, and perceived organizational performance. Also, Petrescu and Simmons (2008) studied the relationship between human resource management practices and workers' job satisfaction in the context of UK. Their study revealed that several human resource management practices raised workers' overall job satisfaction and their satisfaction with payment. As has already been stated, human resource management practices includes HRP.

Therefore, it is right to agree that HRP practice is probable to raise the satisfaction level of employees. Weeratunga (2003) supported the notion and said that sound HR planning can enhance job satisfaction of the employees by providing opportunities for the employees to participate in planning their own careers.

Edgar and Geare (2005) observed the impact of human resource management practices on employee attitudes and organizational fairness in the context of New Zealand. They found out that HRM practices have a significant impact on organizational commitment, job satisfaction and organizational fairness. In a study of three manufacturing firms in India, Agarwala (2008) found out that training which is one of the major HR practices was positively correlated with affective commitment. Also Ostroff (1992) examined that job satisfaction influenced organizational performance immensely. Again, Yu and Egri (2005) stated that HR practices had significant impact on the affective commitment of staff in Chinese organisations. In the context of UK, Petrescu and Simmons (2008) found out that several human resource management practices raised workers' job satisfaction and their satisfaction with payment when they studied the relationship involving human resource management practices and workers job satisfaction.

Ahmad and Khali (2007) found out that neither Bangladesh-Dutch Bangla Bank Ltd nor Agrani Bank had any written HR planning when they compared them. Aswathappa (2008) has however contended that organisations should have better HR plans to motivate its workers.

Absar, Azim, Balasundaram and Akhter (2010) have also concluded that the highest value of correlation between HRP and job satisfaction clarifies that industrial enterprises are required to focus on HRP for getting fabulous employees' job satisfaction followed by training and development, performance appraisal and compensation. They also found out that human resource planning and training and development have significant impact on job satisfaction.

Shantz et al (2009) have said that when employees are given specific training about their work and job, they can perform better and attentively even if there is no supervision after training. Ahmadi (2009) has argued that performance improvement does not result only from good performance systems but also motivated and committed human resource which is possible by successful implementation of human resource strategies.

Empirical Studies on human resource planning practices

Sarkodie (2011) revealed that without proper human resource planning organisations cannot attain their objectives. Fajana (2002) analysed human resource planning and indicated that human resource deals with the systematic and continuous process of analyzing a firm's human resource needs under mutating conditions and developing workforce policies suitable to the longer-term effectiveness of the organization. Adewale et al (2011) in their investigation into human resource planning have said that the major purpose of manpower planning is to match human resources to organizational needs in the shorter and longer terms requirements.

Adewale et al (2011) found out that HRP is also concerned with quantitative, qualitative and issues regarding the ways and manners in which persons are engaged and developed so as to meet or improve organizational efficiency and effectiveness. Sparrow (1992) have also investigated further that Human Resource Planning picks up the issues that are at the heart of the business, such as acquisition, decentralization, empowerment, internationalization or technology, and investigates their human resource management implications. Sparrow has said that HRP needs a strategic approach to the recruitment, development, management and motivation of the people in the organisation, in the context of a pressing business issue. It is a systematic process of linking human resource practices with business demands in order to improve an organisation's abilities. It establishes the plans, courses of action and targets for the range of policies needed to enable the organisation to influence the management of its human resources.

Lajvardi (2004) has found out that human resource planning is performed to decrease human resource cost by using lack of predicting or increasing human resource. HRP helps to determine training requirement for staff. It also provides the necessary tool for effective estimation of human resource according to the purpose and strategy of the organization.

Savaş (2006) on objectives of human resources planning was concerned with the determination of manpower required according to the development plans of the organization, control the manpower costs which have an important effect on profitability, make the human resources work more effectively and efficiently,

to highlight the career development of the employees as well as cover their needs and improve their work condition to make them work highly motivated, determine the salary norms , to make job appraisals objectively and the wages accordingly and finally to relate manpower supply and organizations manpower demand.

Cambal, Holkova and Lenhardtova (2011) studied human resource planning and argued that the basic aim of human resource planning is to assign the necessary number of employees with required qualification being consistent with the company business plans at the right time and at the right position. It is also necessary to plan a series of steps to eliminate the detected differences between real and desired condition of the employees in enterprise. Manzini (1988) in his research emphasized that all organizational initiatives need integration with the HR practices for successful integration with organizational strategies. He said that when all strategic initiatives possess an alignment with HR practices and policies of the organization.

Walker (1990) in his report outlined that like most organizational practices, the effectiveness of HR planning depends on the perspective within which it is utilized. HR planners need to have clear and precise objectives in mind in order to better execute HR planning process. Similarly, Ulrich (1987) added that HR planning is recognized as a source of development of organizational functions based on missions and objectives of the business.

Speamerfam (2011) has concluded that hiring the best talent for the organization is the job of HR department. Significant amount of planning is

required for all these in order to put attractive advertisement to attract talented candidates.

Mills (1985) has categorized HRP development into three different approaches. Mills' categorization included the traditional approach, moderate approach, and advanced approach. According to Mills the traditional approach focus was only on a short term staff forecasting with no attention given to long-term HR plan. In the moderate approach, there was long term HR plan for staff forecasting but according to the advanced approach the organizations are focused on the HR plans and this should be consistent with the overall objectives of the organization and all the HR activities must be an integral part of this fit.

Taylor (2002) in his research on human resource planning identified three approaches of planning that aim at achieving practical goals and objectives of the organisation. He identified microplanning, contingency planning and succession planning as the practices of HRP. Taylor explained that microplanning deals with forecasting supply and demand for specific groups. Contingency planning assesses the situation where possible scenarios are examined and the implications evaluated before major decisions are taken whilst Succession planning is a third type that focuses on manpower planning activity such as recruitment and development of employees in order to fill managerial and top positions.

In his studies on human resource planning in Nigerian organization, Akhigbe (2013) said that human resource planning activities are all interdependent. There is no doubt that HRP is good for organizations. Akhigbe revealed this in his study through interviews. The interview revealed that

organizations do not really provide quite a lot for HRP. Several of the HR managers interviewed were not able to deliberate on the issues related to HRP. By inference, they lack the knowledge, skill and expertise to the HRP responsibilities. The implication is that there is a shortage of intellectual HR professionals in Nigerian organizations. Those who currently assumed the function of HR managers know little or nothing about the function they currently occupied.

According to the Employer's Organisation for Local Government (2003) the integration of business plan and HR planning is likely to be more appropriate in a stable market place with largely passive customers and with scope of long-term forecasting because of the predictability of demographic change. This applies to many public sector enterprises and it is happening under the name of workforce planning.

Aina (2005) conducted a study on human resources and concluded that the penalties for not staffing an organization correctly are costly. She stated that understaffing loses the business economies of scale and specialization, orders, customers and profits. She explained that overstaffing on the other hand is wasteful and expensive. She further stated that if overstaffing is not checked it would become costly to eliminate because of modern legislation in the form of redundancy payments, consultation and minimum period of notice. Overstaffing also reduces competitive efficiency of the business enterprise. Effective human resource planning process is considered much important to enhance production without wastage and with minimum staff requirements to save costs (George et al., 1980).

In his studies, Farnham (2006) stated that HR planning is important because it encourages employers to develop clear and explicit links between their business and HR plans and integrates the two more effectively. It also allows for better control over staffing costs and numbers employed and enables employers to make more informed judgements about the skills and attitude mix in organizations. Farnham expressed displeasure that organizations give little time to HR planning because of lack of resources and skills, time and effort required and absence of relevant data to do so.

Wright et al. (2004) studied the strategic roles of human resource planners. Wright et al. results emphasized that human resource planning contribute to the development of business strategies. Dainty (2000) holds the opinion that a human resource planning can save the organization a lot of money and at the same time add competent staff to the organization to surpass business target. In support of the foregoing analysis, Hunger and Wheelen (2003) have reported that HR alignment implies integrating decisions concerning employees with decisions regarding the outcomes a business is attempting to reach in line with the objective of the company in question.

According to Barutcugil (2004) human resource management provides the proper employees for the organization. Human resource planning is a process in which the employees are evaluated from the entrance to the exit of the work. Human resource planning should be determined according to organization's vision, mission and strategies. The required number of the employees, their quality, how and to what extent they should work is connected to the human

resource management. With the planning, human resources are prevented from being less or more than the necessary.

In their research, Koltnerova, Chlpekova and Samakova (2012) indicated in their report that human resource planning is one of the major areas of human resource management. They found out that it allows the company to realize its goals, increase the effectiveness and competitiveness of enterprises in the labour market. Koltnerova et al. study also said that human resource planning helps to reduce future uncertainty and to better operate the organisation. Koltnerova et al. concluded that a human resource plan must ensure that there is the right number and structure of people in the right jobs at the right time. The HRM practices has vital role to play to add to the employee satisfaction and it would depend on its adaptability. By providing all facilities, the employers get stable work force and the workers take active interest in their jobs and work with a feeling of involvement and participation. An effective and efficient HRM practices increase the productivity of organization and also promote healthy industrial relations and thereby the organization maintains industrial peace (Uvais, 2012).

Steijn (2004) has revealed in his study that HRM practices which include human resource planning had positive effect on job satisfaction of the employees of Dutch public sector whilst individual characteristics had significant effect on job satisfaction. Gould-William (2003) has earlier on indicated that the use of specific HR practices in local government organisations in the United Kingdom (UK) was associated with a higher degree of job satisfaction, commitment and perceived organisational performance.

Chapter Summary

The Chapter reviewed studies related to aspects of the concept of human resource planning practice in organizations and its importance. It was revealed that the concept of human resource planning had evolved from manpower planning to personnel planning as Rahman bin Idris and Eldrige (1998) opined that modern HRP dates from the 1940s where it was used to allocate staff and develop career structures in situations of skills shortage. Under this chapter, the theories underpinning the study were analysed in relation to the topic. The chapter also discussed some human resource planning practices effectively.

As part of the literature review, reasons for organizations to engage in HRP were discussed. In spite of HRP relevance to organizations, the chapter revealed some challenges that come with the conduct of human resource planning. Empirical studies conducted on staff satisfaction on HRP practice were also analyzed.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Introduction

This chapter commences with the study design and. It is followed by a description of the study population, sampling and sample size, sources of data, data collection instruments, methods of data analysis and unit of analysis. The study also discussed ethical considerations during data collection from respondents. The chapter therefore focused on the methodology employed in the study.

The Study Design

The research design is the general plan about how to answer research questions. The design contains the master plan for collection, measurement and analysis of data of the research problem. According to Trochim (2006) the research problem establishes the type of research design that can be employed. Adams and Schvaneveldt (1985) have defined research design as a plan, blueprint or guide for data collection and interpretation which is a set of rules that enable the investigator to conceptualise and observe the problem under study. But the design is usually based on the type of research being undertaken. According to Babbie and Mouton (2004), there are different types of social research namely exploratory research, descriptive research and explanatory research. Peil (1982) stated that much of social research, especially in developing countries, sets out to explore new area or at least one about which little is known in the local context.

Exploratory study is a valuable means of finding out what is happening; to seek new insights; to ask questions and to assess phenomena in a new light (Robson, 2002). Exploratory study is relevant if clarification of a problem is to be made. This type of research is able to address all kinds of research questions. Adams and Schevaneveldt (1991) reiterated this point by stating that the flexibility inherent in exploratory research does not mean absence of direction to the enquiry.

As stated by Robson (2002), descriptive research is to depict an accurate profile of persons, events or situations. A descriptive study may be an extension of exploratory research. Descriptive study gathers a large amount of data for in-depth analysis out of which rich data can be developed to come up with important recommendations in practice. The result of descriptive designs is normally difficult to replicate because descriptive designs often utilize observational methods as against quantitative methods.

Explanatory study determines causal relationship between variables. The emphasis is on studying a problem or phenomena to be able to understand the relationship between variables. This type of design assist the study to explain why things happen the way they do through the process of identifying a causal link between variables and removing other possibilities. Because of extraneous and confounding variables that exist in the social environment, causal relationships become difficult to make. This therefore means that causality can only be inferred.

The nature of this research is exploratory as it seeks to explore the human resource planning activities in Komfo Anokye Teaching Hospital. The data for this study was basically quantitative. Quantitative method involve the use of standardized instruments, which makes the varying perspectives and experience of people to fit a limited number of predetermined response categories, to which numbers can be assigned and measured (Patton,2011). According to Zhang (2000), quantitative method gives a broad and generalized set of findings presented concisely and parsimoniously. In quantitative research, graphs and charts are used to show results. This study is largely a quantitative study since graphs and charts were used to demonstrate much of the results that were generated. The study is a survey study which looked at analysis of the variable of interest.

This study is not qualitative study. Patton (2001) has described qualitative research as the approach that seeks to understand phenomena in real world setting that attempts to manipulate the phenomena of interest. He adds that qualitative research produces finding arrived from real world where the phenomena of interest unfold naturally. Unlike quatitative studies, qualitative researches try to find causal relationships and make generalizations of results.

This study is also cross-sectional, which means that the research covered all levels of employees in the unit of interest. The setting is real and the extent of research interference is very minimal. Apart from interviews which were done at the convenient time of respondents, questionnaires were given out to respondents to complete and return same within two weeks. These were done in a manner that

the activities of the organization were not interrupted by the study. The unit of analysis was individual staff and the organization because the study found out from the staff how human resource planning has been practiced in the organization. The study was analytical in terms of describing and analyzing vital aspect of the observable fact of interest to the study.

The Study Organisation

Komfo Anokye Teaching Hospital is a public health organization situated at the middle belt of Ghana in the Ashanti Region. It is specifically located in Kumasi the capital of Ashanti Region. KATH was established in 1955. It was transformed to a teaching hospital for the training of medical students from KNUST in 1975. Currently, it is a training center for Ghana Post Graduate College of Physicians and Surgeons and the West African College of Physicians and Surgeons. The hospital additionally provides training for nurses and midwives from KNMTC as well as Pharmacy and Medical Laboratory scientist students from KNUST. The hospital has 11 clinical directorates and two non-clinical directorates. (Komfo Anokye Teaching Hospital Annual Report, 2014). Against the backdrop that the hospital is a teaching hospital, the staff can be broadly categorized into teaching staff on secondment, clinical and non-clinical staff. The hospital has being planning for all these staff categories to be able to achieve its mandate of being the leading tertiary hospital in the northern part of the country.

The human resource unit begins the process by sending circulars for the directorates and units to submit their human resource requirements as per their

programme of work for the ensuing year. The human resource unit compiles all the requirements from the directorates and other units who submit to the central management for approval. The approved list is then sent to Ministry of Health for financial clearance. The period from the time of submission of the list to the ministry for approval to recruit to the time a financial clearance is provided may last for about a year. During this time that staffs that will be leaving the service are not likely to be replaced on time.

From the literature review, the situation in the hospital is made clear. Human resource planning has a lot of challenges. Even though the hospital has objectives and strategic plan but they are not tied to human resource planning. There is little support by the central management for human resource unit. The directorates and units are not adequately involved in the human resource planning process. Also majority of the staff are not involved in the planning process. Again, the human resource unit has not explained the relevance of human resource planning to the employees of the organization.

Study Population

Trochim (2000) describes a research population as a group that the researcher wants to generalize to and the sample as the group of people that are selected to be in the study. The population of the study consisted of all staff involved in human resource planning in the hospital. The units involved in human resource management and planning included the administrative and finance staff of the hospital. Therefore, the total population for this study is 256 (KATH Annual Report, 2016). The population of the hospital is composed of top

management, administration and finance, clinical support, pharmacy and pharmacy technicians, nurses and midwives, physician assistants, support staff and allied health staff as shown on figure 1.

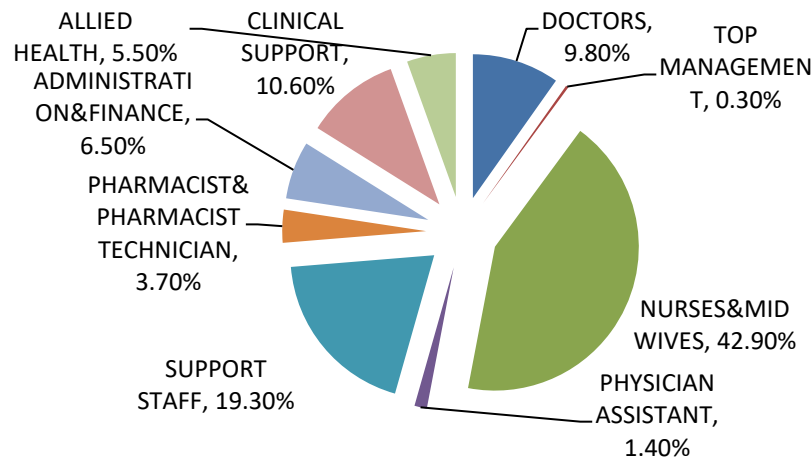


Figure 1: Category of staff by professional groups

Source: KATH Annual Report (2017).

Sampling and Sample Size

The focus of this section is to establish the specific sample that will be surveyed as the case study. The central point of this section is to settle on a suitable sample, and to provide the criteria that will be used to select the sample (Marczyk et al., 2005). Sekaran (2002) defines sample as a subset of the population in question which comprises members from that particular population. The selection of sample size depends on non-statistical and statistical considerations. Non-statistical considerations are concerned with availability of resources, manpower, budget, ethics as well as sampling frame. For statistical

considerations, the attention is on the desired sample size, the range in which the value of the population is estimated to be.

With the population size of 256 and based on Krejcie and Morgan (1970), a sample size of 152 was used for the study. The study used primary sources of data for analysis.

Primary Data

This data was collected from the field of study. This type of data was obtained from the sample population through the technique of questionnaires. Primary source of data are data which are collected from the field under the supervision of the researcher. Primary data is considered to have high level of accuracy. Primary data deals with specific research issue which makes interpretation easy. Even though collection of primary data is time consuming the researcher has ample control over the data. Primary data can be collected by interviews, observation and questionnaire administration. Comparatively questionnaire is identified to be the most suitable method to the research question and objective, because it can offer a capable way of collecting responses from a large sample for analysis. The primary data was obtained from the employees of the hospital who were part of the identified sample.

Data Collection Instruments

Bless and Higson-Smith (2000) identified three common methods of data collection which included observations, interviews and questionnaires. Observation is the methodical surveillance, analysis and interpretation of

behaviour. This type of data collection is good at explaining what is going on in particular social events but can create ethical problems for the researchers. Observation can be multifaceted because it often necessitates that the researcher plays a number of roles and to use a number of methodologies. Wimmer and Dominick (2000) have described interviews as a method used to obtain more dynamic, detailed information on a question within a relatively short time period. Some information which cannot be acquired by way of questionnaires can be acquired through interview method.

Interview is the type of data collection method where the interviewer meets respondents and asks questions relating to the topic under consideration. The interviewer presents a set of questions from which questions are asked to the respondents. Through this process the interviewer collects data from the informant by cross examining them. Interviews can be conducted personally by the interviewer, telephone or by mail depending on the need of the study. Through interview method, data can be obtained from illiterates. Interview data collected is considered reliable since the interviewer collects the data by cross examining the respondents. There is however bias with interview methods. It is also time consuming. The other problem with interview is that respondents may not divulge confidential information to the interviewer for the purpose of the study.

Questionnaire has been defined by Keya et al (1989) as a set of questions that are drawn up to meet the objectives of the survey. The questionnaires will be circumspectly designed to prevent responses that might be biased in support of the research objectives. They will be prepared according to the status of the target

population. Questionnaire is chosen as one of the appropriate instruments to be used for collecting data on the field because it promotes truthfulness by respondents. It is also believed that the possibilities of enquiring absent attitude and opinions are also high. Questionnaires could also be written for specific purpose within a short time to collect a lot of information. It is also manageable in terms of cost since mailing them is convenient.

Sekaran (2002) has said that questionnaires are an efficient data collection tool if the researcher knows exactly what is required and how to measure the variables. Questionnaires can be administered to respondents personally by the researcher, by telephone, through mails to the respondents or distributed electronically (Sekaran, 2000). When questionnaires are properly constructed, it can collect the necessary data and reduce biases.

For the purpose of this study, questionnaires were employed as the instrument to collect data for analysis. The researcher obtained a list of all employees involved in planning from the human resource unit of the hospital. The questionnaires were administered personally by the researcher to respondents. The Likert 5 point scale type was used to obtain data. The questionnaire had introduction explaining the purpose of the study and general instructions on how to complete the questionnaire.

Data Analysis Method

The study used quantitative approaches for the data analysis. The study made use of Statistical Package for Social Sciences (SPSS) during data analysis. SPSS is one of the statistical tools for analyzing quantitative studies. The research

made deductions from the data obtained in conformity with the quality of arguments advanced by respondents with the same opinions. The questionnaires were classified in terms of similar answers so as to lessen the work of analyzing the questionnaires. The objective of the questionnaire was to allow the study to know respondents' viewpoints. The assumption was that respondents' perspectives would be meaningful and would be explicitly stated.

The responses from the questionnaire were examined as a unit for consistency and forestall ambiguities as a quality control measure. The responses that were received from the questionnaire schedule were comprehensively categorized under wide-ranging headings. The questions were serially numbered and coded. The variables were classified so that the items measuring a particular concept were assembled together to be entered into Statistical Product and Service Solutions (SPSS) software for the data to be analyzed.

The raw data collected were keyed carefully to ensure that accurate figures were entered into the correct column. It was envisaged that assistance will be sought from another person to read out each of the figures on the coded sheet to ensure accuracy of the data that were keyed from the raw data. After this process descriptive statistics were generated for interpretation for findings, discussions and conclusions.

Unit of Analysis

The unit of analysis was the major variable that was analyzed in the study. The unit of analysis was basically 'what or whom' which was studied and described. During the study, the prime means of data collection was through the

medium of questionnaire on the reasons of HRP, practices of HRP, challenges facing HRP and satisfaction level of employee on HRP. The study selected staff involved in planning in the hospital which was believed would provide the necessary information for the topic. This strategy was adopted to limit the scope of the study to make it manageable.

Ethical Considerations

Saunders et al. (2009) have defined research ethics as the appropriateness of behaviour to the rights of those who become the subject or are affected by the research. They concluded that the research design should not subject the research population to embarrassment, harm and other disadvantaged material. Participation in research habitually disrupts the subject's regular activities (Babbie and Mouton, 2001) and can probably invade the person's privacy (Bless and Higson-Smith, 2000). Research participation must be voluntary and not be coerced. Participants must have the option to decline to reveal certain information about them and their institutions. Nonetheless many participants are prepared to divulge information of a very private nature on condition that their names are not revealed (Bless & Higson-Smith, 2000). It is thought that one of the biggest concerns in research is the safeguard of the participants' interests and good through the security of their identities. Babbie and Mouton again have stated that, a respondent may be considered anonymous when the researcher cannot ascribe a response to a particular respondent.

Another ethical consideration in this study was confidentiality. As noted by Bless and Higson-Smith (2000), participants must be assured that the data will

only be used for the stated purposes of the research and that no other person will have access to the research data. In an attempt to this, all names and addresses should not be written on the questionnaires but with identification numbers (Babbie & Mouton, 2001). It should be noted that in this study all well completed questionnaires were coded and names of respondents did not appear to ensure this aspect of ethical considerations was achieved.

In terms of the present study, the researcher sought permission to conduct the study from the management of the hospital specifically from the research and development unit. The objectives of the study were unambiguously discussed and explained to the respondents. A verbal consent was also sought from the respondents. Confidentiality of their responses and identities were assured and protected during the study.

Chapter Summary

Under this chapter the study design, study area, study population, sampling, sources of data, data collection instruments, data analysis methods, unit of analysis and ethical issues concerning the study were discussed. The chapter enabled the researcher to determine the study population frame from which the sample size was also determined. The method of sampling and data collection were extensively treated under the chapter. The chapter concluded with issues of ethics and how they were managed.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

Introduction

This chapter covers analysis of responses from 130 respondents from the administration and finance units involved in human resource management and planning in the hospital. The staff in these units formed the study population of 256 staff. Out of the sample size of 152, 130 staff in these units completed the questionnaire for analysis which represented 85.5% response rate. The questionnaires that were not completed and returned constituted 14.5%. The chapter also looked at the key findings from the study vis-à-vis findings from similar research works.

Background of the Respondents

Table 1 shows details of the background characteristics of the respondents relative to their age, gender and working years at the hospital. Out of one hundred and thirty (130) respondents, 57(44.1%) which was the most occurring age group were between 31 and 40years, whilst few 15 (11.6%) of the respondents were greater than 51 years and nearing the retirement age of 60 years. Male employees were the majority forming 51.6%.

Majority 59 (45%) of respondent had served the hospital within 6 to 10 years, 39 (29.7%) of them who answered said that they had served within 1 to 5 years whilst 19 (14.4%) said they had worked in the hospital for more than 16 years and more.

Table 1: Background of Respondents

Variable	Category	Frequency and percentage N=130 n (%)
Age group of respondents	21—30	36(27.5)
	31—40	57(44.1)
	41—50	22(16.9)
	51—60	15(11.6)
Gender	Male	67 (51.6)
	Female	63(48.4)
Working years at KATH	1 — 5	39(29.7)
	6 — 10	58(45.0)
	11 — 15	14(10.9)
	> 16	19(14.4)

Source: Field Survey, Tweneboa (2017)

Majority of the staff were relatively young ranging from 21-40 which accounted for 93(71.6%) of the total employees sampled for the study. This means that the young workforce would want to know how the hospital was planning for their future interms of training and the status of their engagement with the staff. The study also revealed that the males were in the majority even though the nursing staff category is in the majority in the hospital who are mostly women. This is contrary to the long held assumption that health institutions are mostly dominated by females. The study also demonstrated that about 85% has served the hospital from within 1 to 15 years. This showed that the hospital has

most of its employees who have worked fewer years and probably with less experience.

Reason for Human Resource Planning in the Hospital

Table 2 depicts the reason for human resource planning in the hospital. The respondents were asked to provide answers whether the provision of insight into the required number of employees was a reason for human resource planning. Out of the responses obtained, 40 (30%) agreed, 62 (47%) strongly agreed, 7(5%) were neutral, 9(6%) disagreed and 12 (10%) strongly disagreed. 11(8%) of the respondents also strongly disagreed HRP integrate human resource decisions into organizational objectives, 13 (10%) disagreed on this issue, 5 (3%) were neutral, 44 (33%) agreed and 57 (44%) of them strongly agreed. Another concern under the purpose and reason for the hospital to do human resource planning was to help predict possible surpluses and shortages of human resource. With this question, 11 (8%) strongly disagreed, 15 (11%) disagreed, 9 6% were neutral, 44 (33%) agreed and 53 (40%) strongly agreed. Another aspect of HRP reason was that it helped to control staffing cost and numbers employed. On this aspect, 9 (6%) strongly disagreed, 22(16%) disagreed, 18 13% were neutral, 48 (36%) agreed and 33 (26%) strongly agreed.

Table 2: Reason of Human Resource Planning

Variables	Response of Respondents n (%) (N=130)					Mean	SD
	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>		
Integrate human resource decisions into organizational objectives	11(8.47%)	3(10.17%)	5(3.39%)	44(33.90%)	57(44.07%)	3.2	0.6
Provide insight into the required number of employees	12(10.23%)	9 (6.78%)	7(5.08%)	40(30.51%)	62(47.46%)	3.9	0.8
Help predict possible surpluses and shortages of human resource	11(8.47%)	5(11.86%)	9(6.78%)	44(33.90%)	53(40.68%)	2.9	0.4
It helps to control staffing cost and numbers employed	9(6.78%)	22(16.95%)	18(13.56%)	48(37.29%)	33(25.43%)	2.3	0.3

Source: Field Survey, Tweneboa (2017)

The relevance of conducting HRP in the hospital is enormous. The responses on Table 2 demonstrate that majority of the respondents found a purpose or reason for the hospital to conduct HRP in spite of the fact that it is a public hospital. On all the aspects of this section that were interrogated, the respondents massively found a reason for HRP as agreed or they strongly agreed. Bramham (1987) reported that HRP was done to provide insight into the required number of employees, provide insight into the type of skills needed, help to

provide training for staff and to help in reducing cost of redundancies. Bramhams' study has been reiterated by this study as on each of his assertions, the respondents either agreed or strongly agreed. Another reason that HRP integrates human resource decisions into organizational goals have been supported by Milkovich and Boudreau (1990) where they said that the purpose of HRP is to ensure that the human resource decisions that managers make are integrated and directed toward achieving organizational goals. Ikeanyibe (2009) also concluded that human resource plans must also predict the problems of possible surpluses and deficits of people has also been supported by this study as 53 (40%) strongly agreed that it was a reason for engaging in HRP.

The relevance of HRP practice in the hospital was one of the objectives of this study. It was necessary to find out from the employees of the hospital if practicing HRP was important to the hospital. On the reduction of staffing cost as importance of HRP, majority of the respondents, 487(37%) agreed. The respondents' assertion was in consonance with study by Schuler and Auber (1993). Schuler and Auber stated that HRP is used to reduce personnel costs by helping management anticipate shortages or surpluses of human resources. Clayton (2007) also claimed that one of the importance of HRP is that it makes significant contribution to the integration of human resource policies and practices with each other and with the business strategy. The respondent agreed with Clayton's claim when majority of them, 57(44%) said that HRP helped to show linkage between organizational objectives and human resource plans. As indicated on Table 2, the main reason for conducting human resource planning in the

hospital is to provide insight into the required number of employees for the organization since it has the highest mean of 3.9.

Human resource planning practices at Komfo Anokye Teaching Hospital

Under this section, respondents were asked to identify the type of HRP been practiced in the hospital. As indicated on figure 1, 15% of the respondents in the study identify succession planning as a type of HRP in the hospital which was followed by career planning (25%), contingency planning (13.34%), competency planning (16.67%), succession, career and contingency planning approaches combined (11.67%), career and contingency approaches combined(10%) whilst other undefined approaches constituted (6.67%). This is presented on Figure 2.

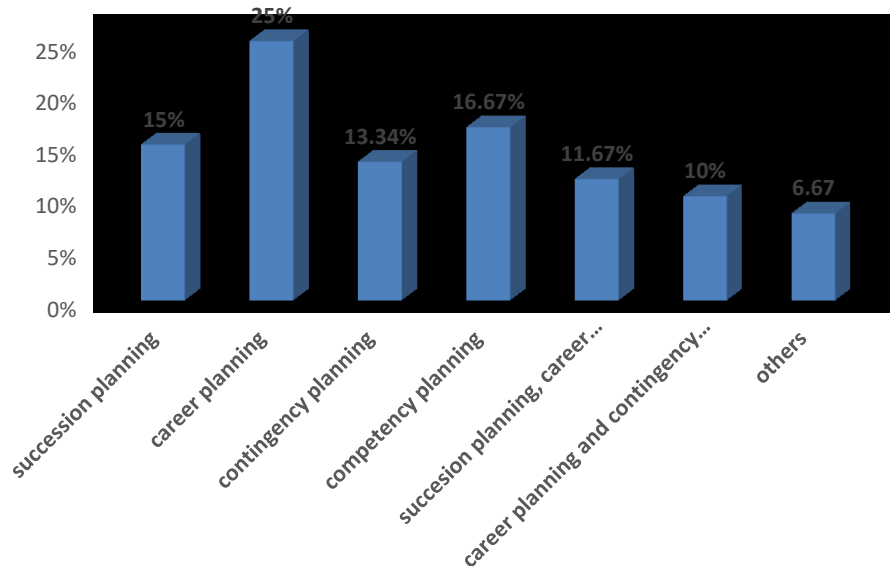


Figure 2: Human resource planning practices.

Source: Field Survey, Tweneboa (2017)

Human resource planning varies in definition due to its complexities and diverse context. According to Jahanian (2009), HRP is the process that put one organization in a suitable place by having the right number and correct kind of human resource. But Dessler (2001) has argued that HRP is employment planning that formulates plans to fill future openings based on analysis of the positions that are expected to be opened and whether they will be internal or external. Therefore, HRP is about putting in place structures to obtain the required number of staff to fill vacancies. The study categorized HRP into succession planning, career planning, contingency planning, and competency planning whilst 6.67% were not exactly sure the type of HRP in the hospital. Out of the 130 employees who answered the questionnaires, 15% of them stated that the hospital was doing succession planning as a type of HRP. 25% answered that career planning was the type of HRP being done in the hospital. 13.34% thought that the hospital was doing contingency planning as a type of HRP. 16.67% also answered that the hospital was doing competency planning as a type of HRP. For the mixed type (succession planning, career planning and contingency planning) 11.67% of them chose that as the main type of HRP in the hospital. 10% and 11% of the respondents answered for the combined career planning and contingency planning and others respectively. Storey (1995) revealed that top executives often see succession planning as the major rationale for any form of HRP. Storey's revelation was corroborated by the findings of this study as the respondents found succession planning as a major type of HRP. It was the second highest as answered by the respondents. The respondents found that the hospital plans for

human resources in terms of filling vacant positions. This is what Belcourt and Mcbey (2007) said that succession planning was the process of identifying employees who have the potential to assume top positions in the organization and preparing them for those positions. However, the study findings indicated that the hospital was in favour of career planning for its human resources as career planning has the highest by the respondents with 25%.

Challenges of Human Resource Planning

Table 3 depicts challenges facing HRP planning in the hospital. Majority of the respondents, 64(49%), strongly agreed that the hospital lacked management support for human resource planning practice in the hospital. 44(33%) of the respondents who were in the majority said that the operational or directorate managers not involved in the planning posed a challenge to the HRP in the hospital. Again 46(35%) of the respondents strongly agreed that changes in government laws, regulations and policies were external factors that challenged HRP in the hospital. Additionally, majority of the respondents 44(33%) strongly agreed that national population trends were also external factors that influenced HRP conduct in the hospital. The respondents who completed the questionnaire also said that labour mobility was a challenge with HRP in the hospital as majority of them, 40% agreed on this as indicated on Table 3.

Table 3: Challenges facing Human Resource Planning

Variables	Response of Respondents n (%) (N=59)					Mean	SD
	<i>Strongly disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly agree</i>		
Lack of central management's support	18(13.56%)	8(6.78%)	7(5.08%)	33(25.42%)	64(49.16%)	2.5	0.6
Not involving operational or directorate managers	22(16.95%)	15(11.86%)	4(3.39%)	44(33.90%)	44(33.9%)	3.4	0.8
Lack of HR professionals	44(33.90%)	40(30.50%)	4(3.39%)	18(13.56%)	24(18.65%)	3.8	0.9
Changes in government laws, regulations and policies affect human resource planning	15(11.86%)	13(10.17%)	11(8.47%)	44(33.90%)	46(35.6%)	3.1	0.6
Labour Mobility	17(13.07%)	20(15.25%)	7(5.08%)	53(40.68%)	33(25.43%)	2.9	0.7
National population trends affects human resource planning	13(10.17%)	26(20.34%)	15(11.86%)	31(23.73%)	44(33.9%)	2.3	0.4

Source: Field Survey, Tweneboa (2017)

Under this section, the challenges that influence HRP have been discussed. The challenges could be categorized into internal challenges and external challenges. The internal challenges that were investigated included the lack of central management support, not involving operational or directorate managers, lack of HR professionals and labour mobility. The external challenges investigated included changes in government laws, regulations and policies, and national population trends.

On Table 3, it is realized that most of the respondents, 64 (49%) strongly agreed and supported the assertion that lack of central management support for HRP practice in the hospital posed a challenge to HRP. The respondents views have been supported and corroborated by Burack (1988) who concluded that an organization being labour or capital intensive were factors that affected HRP. The respondents have also said that not involving operational and directorate managers was another challenge affecting human resource planning as 44 (33%) of them strongly agreed against 15 (11%) who did not agree. The respondents' assertion is in agreement with Ziffane and Mayo (1994) who stated that age and retirement were evolving as relevant considerations in workforce planning in the present socio-economic conditions. Again, majority of the respondents 44 (33%) agreed that population was a factor affecting HRP in the hospital. Population as Rothwell (1995) contended was crucial in understanding labour markets. When the population of the country increases or decreases it affects the labour force of the country and hence organizations HR plans. The respondents did not agree that lack of HR professionals was a challenge facing the hospitals. This means that the

hospital HR unit is endowed with required HRM expertise and hence that was not a challenge. It was strongly disagreed 44 (33%) of the respondents who were in the majority that it was a challenge. Among the challenges, the respondents found the challenger of not involving operational managers as the most important to them as it has the highest mean.

Levels of Satisfaction of the Employees on Human Resource planning in the hospital

The study aimed to exploit information on the levels of satisfaction of the employees on HRP practice in the organization. The study findings indicated that majority of the respondents when asked if they were satisfied with the overall purpose of HRP being done in the hospital, majority of them which constituted 54(41.54%) of the respondents said that they were very satisfied. Those who said that that they were not very dissatisfied constituted 16(12.30%), meanwhile 14(10.76%) were not satisfied, whilst 6(4.62%) of the respondents were neutral and therefore not sure whether he was satisfied or not. When the respondents were asked if they were satisfied with the approaches of HRP in the hospital 36(27.69%) said that they were not very satisfied, 35(26.92%) of them indicated that they were not satisfied, 8(6.15%) of the respondents were neutral, 25(19.23%) said that they were satisfied whilst the remaining 26(20%) answered that they were very satisfied with the approaches of human resource planning in the hospital. With the overall practice of human resource planning in the hospital, 20(15.38%) said that they were not very satisfied, 15(11.53%) indicated that they were not satisfied, 10(7.69%) were neutral, 40(30.77%) and 45(34.62%) answered

that they were satisfied and very satisfied respectively. Table 4 demonstrates the findings as presented.

Table 4: Levels of Satisfaction of the Employees on Human Resource Planning in the Hospital

Variables	Response of Respondents n (%) (N=59)					
	Not satisfied	Very satisfied	Not satisfied	Neutral	Satisfied	Very satisfied
Are you satisfied with the overall purpose of human resource planning being done in the hospital	16(12.30%)		14(10.76%)	6(4.62%)	40(30.77%)	54(41.54%)
Are you satisfied with the human resource planning approaches in the hospital	36(27.69%)		35(26.92%)	8(6.15%)	25(19.23%)	26(20%)
Overall, I think the human resource planning practice is very good	20(15.38%)		15(11.53%)	10(7.69%)	40(30.77%)	45(34.62%)

Source: Field Survey, Tweneboa (2017).

From the responses provided on Table 4 by the respondents it is observed that majority of them were satisfied with the overall practice of human resource planning as well as in terms of the purpose and reason for engaging in the practice. However with the approaches, most of the respondents were not very satisfied compared with the purpose of the practice in the hospital. For instance 25(19.23%) of the respondents said that they were satisfied and 20% said that

they very satisfied as against 35(26.92%) and 36(27.69%) who said that they were not satisfied and not very satisfied respectively. Majority of the respondents also said that they were not satisfied and very not satisfied with the kind of approaches of human resource planning in the hospital. In spite of the responses on the overall satisfaction of the employees, it can be construed that their response is in agreement with the conclusion reached by Weeratunga (2003) who said sound human resource planning can enhance job satisfaction of the employees by providing opportunities for the employees to participate in planning their own careers. In the final analysis, majority of the respondents said that they were very satisfied with the practice of HRP in the hospital.

Chapter Summary

The chapter presented data obtained via questionnaire designed for the study. The chapter analyzed and discussed the data vis-à-vis the literature review and empirical findings from other studies. The study asked questions on respondent's background in terms of their ages, gender and years worked. In this chapter, the study attempted to find the respondents views on the reasons for conducting HRP in the hospital. The HRP practices in the hospital as well as the challenges facing HRP in the hospital were investigated. Finally, respondents' satisfaction with the overall conduct of this aspect of HRM was also assessed.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents summary of major findings, conclusions drawn from the study and recommendations to enhance human resource planning practice in the hospital.

Summary

The study was to investigate the practice of human resource planning as an aspect of human resource management in the hospital. It was therefore to analyze the reasons of HRP, HRP practices, challenges affecting HRP and staff satisfaction of HRP in the hospital.

The study objectives included the analyses of the reasons for conducting human resource planning, the examination of practices of human resource planning, the analyses of challenges facing HRP practice and the satisfaction of employees with the practice of human resource planning in the hospital.

Having identified the objectives of the study, questionnaires were administered to 152 employees of the hospital who were involved in human resource planning in the hospital to solicit for information and explanation on human resource planning practice in the hospital. The study used primary data for analysis.

With the population frame known, the study determined the sample based on Krejcie and Morgan (1970) sampling method. Based on this method a total of

152 sample size was determined. Questionnaires were administered to respondents. A total of 130 questionnaires were completed and returned for analysis which represents 85.5%. The questionnaires that were not return for analysis constituted 14.5%.

The study made the following findings based on the research results.

- The study revealed that the purpose of conducting human resource planning in the hospital was not different from what earlier studies had found (Manzini, 1988, Milkovic & Boudreau, 1990). It was outlined that HRP provided insight into the required number of employees, HRP helped to integrate human resource decisions into organizational objectives and helped to predict possible surpluses and shortages of human resources as the purpose and reason for practicing HRP in the hospital. Based on the responses from the respondent human resource planning was important for the hospital. It can therefore be said that the most important reason for conducting HRP in the hospital is the provision of insight into the required number of employees because it had the highest mean of 3.9 with the highest respondent rate of 62 (47.46%) strongly agreeing.
- Additionally, the study looked at the practices of human resource planning. They included succession planning, career planning, contingency planning, competency planning, and combination of succession planning, career planning and contingency planning (mixed planning). The study found out that 25% of the respondents which constituted the majority said that the main practice of HRP in the hospital was career planning. However, the

respondents also agreed that the hospital has also being engaging in the other approaches. Nonetheless, a sizeable number of them were not very satisfied with the approaches of human resource planning in the hospital.

- This research also attempted to identify the challenges affecting the practice of HRP in the hospital. The challenges were separated into internal and external challenges. The internal challenges included the lack of central management support, inability of the human resource unit to involve operational managers and lack of human resource professionals. The external factors included changes in government laws, regulations and policies affect human resource planning, technological changes and national population trends. On all of these variables whether internal or external, the respondents agreed and strongly agreed that they were challenges affecting the practice of HRP in the hospital except lack of HR professionals which was not considered as a challenge to HRP since 33.9% who were in the majority said that was not a challenge. This means that hospital is not lacking expertise in the area of human resource management function of planning for human resources.
- The study showed that the major challenge facing HRP practices in the hospital is the inability of the HR department to involve operational or middle managers in the planning process. Majority of the respondents constituting 33.9% said that it was the major challenge and it was the most important challenge to them since it had the highest mean of 3.4 of the challenges they agreed on.

- The study found that majority of the employees were very satisfied with the reasons for conducting HRP in the hospital although the hospital is a public hospital. The findings showed that 41.54% of the respondents were very satisfied with the reasons. Also the study found out that majority of the respondents, 27.69% were not very satisfied with the approaches of HRP practice in the hospital. However, majority of the respondents, 34.62% were very satisfied with the overall practice of HRP in the hospital.

Conclusion

This study sought to investigate the practice of human resource planning in Komfo Anokye Teaching Hospital within the context of its organizational environment. The main objective was expanded to include the reasons for conducting HRP, the practices of HRP, the challenges influencing HRP in the hospital and the levels of employees' satisfaction on HRP.

Based on the research findings it is concluded that human resource planning is very important to the hospital. The hospital conducts human resource planning for various purposes. It is also concluded that the main practice of human resource planning in the hospital is career planning. It is further concluded from the findings of the study that the major challenge to practicing human resource planning in the hospital is the inability of the HR unit to involve operational or middle managers in the planning process. It was also found out from the findings that majority of the employees are satisfied with the overall practice of human resource planning in the hospital. It is therefore concluded that all the objectives of the study have been achieved.

Recommendations

Based on the discussions from the findings of the study and the conclusions drawn, the following recommendations are proposed.

- The study found out that the operational or middle managers are not involved in the human resource planning process. It is recommended that the hospital's human resource management unit should involve the operational and middle managers in the human resource planning process. The department of HR has the duty to make broader consultations to involve all staff in the hospital through the operational manager to be able to develop a comprehensive HR plan for policy directions.
- The study found out that the hospital's management is not committed to human resource planning. It is also recommended that the hospital's management should demonstrate strong and unyielding commitment towards HRP practice in the hospital. The management should be committed to HRP just like other HRM functions in the hospital. Management's commitment will ensure strict implementation of HRP policy and strategies.
- The study found out that labour mobility was an issue with human resource planning. One of the challenges the study revealed was that there is labour mobility. On that basis the hospital should come up with strategies to ensure that employees do not leave the organization after so much effort has been expended to obtain human resources for the organization.

- It was also found out from the study that other human resource planning practices are not adopted in the hospital. It is therefore recommended that more of the HRP practices should be encouraged in the hospital in addition to career planning which is the main HPR practice in the hospital.
- The study revealed that human resource planning practice is not aligned with other HRM functions. It is further recommended that the hospital's HRP strategies should be aligned with other HRM strategies to achieve maximum human resource potentials. The HR strategies should be integrated with training and career development strategies to ensure that the human resource needs of the hospital are met.

Suggestions for Further Study

The findings of this study could not cover every aspect of human resource planning practice in a public hospital like Komfo Anokye Teaching Hospital. The study has shown that little or no research has been conducted on the practice of HRP in this hospital since its inception. The study only investigated the extent of HRP practice in the hospital in which the motives, approaches, challenges and staff satisfaction were explored. This study employed quantitative methods and a small sample size for analysis. Other studies on the same subject could be done in the same hospital or similar public hospital in Ghana with different methodologies. The study could not therefore explore all facets of the subject. Therefore, other studies should be conducted to delve into the subject particularly the effectiveness of HRP practice in the hospital and other public hospitals.

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APPENDIX A
QUESTIONNAIRE

This questionnaire is designed for a study on human resource planning practice in KATH. You have been chosen as a respondent to help in answering the following questions. Any information given would be treated as highly confidential and anonymous.

Instructions: Please tick the correct response or write your answers in the spaces provided.

PART ONE: PERSONAL DETAILS

1. Gender: Male Female
2. Age: 21 to 30 31 to 40 41 to 50 51 to 60
3. How long have you worked in this hospital?
1 to 5 6 to 10 11 to 15
16 and above

PART TWO: HUMAN RESOURCE PLANNING PURPOSE AND APPROACHES (please tick or write your answer)

4. What approach/approaches of human resource planning is in the hospital (please tick as many as appropriate).
- a) Succession planning
 - b) Career planning
 - c) Contingency planning
 - d) Competency planning
 - e) Any other (please specify).....
5. Please tick the appropriate answer as the purpose or reason for the hospital to conduct human resource planning

1= strongly disagree 2= disagree 3= neutral 4= agree 5= strongly agree

NO	ITEM DESCRIPTION	1	2	3	4	5
A	It Integrates human resource decisions into organizational objectives					
B	It provides insight into the required number of employees					
C	Help predict possible surpluses and shortages of human resource					
C	It helps to control staffing cost and numbers employed					

PART THREE: CHALLENGES AFFECTING HUMAN RESOURCE PLANNING

6. Please tick the appropriate answer as the factor affecting human resource planning in the hospital.

1= strongly disagree 2= disagree 3= neutral 4= agree 5= strongly agree

NO	ITEM DESCRIPTION	1	2	3	4	5
	<i>INTERNAL CHALLENGES</i>					
A	Lack of central management support					
B	Not involving operational or directorate managers					
C	Lack of HR professionals					
	<i>EXTERNAL CHALLENGES</i>					
D	Changes in government laws, regulations and policies affect human resource planning					
E	Labour mobility					
F	National population trends affects human resource planning					

PART FOUR: SATISFACTION LEVEL OF EMPLOYEES ON HUMAN RESOURCE PLANNING (please tick)

7. Please tick the appropriate answer as the challenge of human resource planning in the hospital.

1= very not satisfied 2= not satisfied 3= neutral 4= satisfied 5= very satisfied

NO.	ITEM DESCRIPTION	1	2	3	4	5
A	Are you satisfied with the overall purpose of human resource planning being done in the hospital?					
B	Are you satisfied with the human resource planning approaches in the hospital?					
C	Overall, do you think the human resource planning practice is very good?					

8. What areas of improvement do you recommend for consideration?

.....
.....
.....
.....

APPENDIX B
DETERMINING SAMPLE SIZE OF A KNOWN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size

Source: Krejcie and Morgan (1970)