FACTORS INFLUENCING HUMAN RESOURCE PLANNING IN EQUITY BANK LIMITED

BY

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTERS OF BUSINESS ADMINISTRATION DEGREE.

UNIVERSITY OF NAIROBI
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NOVEMBER 2012
DECLARATION

This research project is my original work and has not been presented for the award of degree in any other university or institution for any other purpose.

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This research project has been submitted for examination with my approval as University supervisor.

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DEDICATION

This piece of work is dedicated to my parents, sisters and brothers. It was your support and encouragement that made my study a success, and you never complained when I was pursuing my degree.
ACKNOWLEDGEMENT

The process of this master’s project writing has been a wonderful learning experience in my academic life. It was filled with challenges and rewards. The completion of my present study leads to a new beginning and a step forward in my endeavors.

First and foremost I am grateful to God almighty the one above all, who has always been there in my endeavors in life including this study. My profound gratitude to my supervisor S N Nzuve and moderator Duncan Ochoro for their insightful guidance it’s through it that I was able to complete this great task. Am thankful for the corrections they made on my error friendly drafts, their continuous encouragement, support and guidance in writing this project. I am also indebted to my family, my boss at my place of work and friends whom I may not mention in person for their material and moral support which enabled me clear my Masters of Business Administration course successfully.
ABSTRACT

Companies have been forced by dynamic and intense competitive pressures to re-evaluate almost every aspect of their approach to conducting business. Performance of any organization largely depends on the performance of its employees. Successful organizations are increasingly realizing that there are a number of factors that contribute to performance but human resource is clearly the most critical. Acquisition of human resource is one of the major tasks in any organization. Today acquiring a right person is a challenging task but retaining the person in the organization is more challenging one because for a skilled person the industry is open and any organization prefers to possess the right mix of people in the organization to perform the organizational tasks and improve the productivity and profitability. The objective of the study was to determine the factors influencing human resource planning at Equity Bank Limited. The study adopted a case study research design where the respondents were the managers in the bank. Data collection was undertaken using an interview guide. Content analysis was used to analyze the qualitative primary data which had been collected by conducting interviews and secondary information from the bank. The study found out that organizational structure, employee motivation, culture, and training and development influences human resource planning in the bank. The bank an organizational structure that ensures that is no role duplication thus saving on labour costs; however it is hampered by high employee turnover. The bank employees’ were not motivated as the bank does not encourage job design-task autonomy task significance and task identity, open book management and empowerment of employees, does not remunerate employees well as compared to other banks and that it does not hire its managers on the basis of know-how through the laid down procedures. Training and development influences the banks human resource
planning by arming employees with the necessary abilities to perform well at their current and future tasks, training also offers opportunities for employees to share many experiences and develop an understanding and helping attitude towards each other.
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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Companies have been forced by dynamic and intense competitive pressures to re-evaluate almost every aspect of their approach to conducting business. Globalization, changing demographics, skills gaps, and worker shortages can have a profound effect on an organization’s ability to maintain its competitiveness (Laprade, 2006). Without a well-trained and well prepared labor force, businesses lose the ability to compete both nationally and internationally, resulting in decreased economic success. Rapidly advancing technology has contributed also to this constant pressure for speed, innovation, and change. Employees must possess, therefore, a wide variety of technical and interpersonal workplace skills and competencies that allow them to work with advanced technologies and to function optimally in today’s high performing organizations (Combs, 2006). Performance of any organization largely depends on the performance of its employees. Successful organizations are increasingly realizing that there are a number of factors that contribute to performance but human resource is clearly the most critical (Mello, 2005). This is because the number of “new” initiatives implemented in the quest for competitive advantage during the past decade is quite extensive; however, the reality is that while often beneficial, these diverse endeavors frequently fail to yield the requisite improvements in firm performance.

In spite of the size and nature of an organization, the activity it undertakes, and the environment in which it operates, its success depends on its employee’s decisions and their behavior. To evaluate performance of employees in organization is one of the major purposes of employing human resource planning. In the competitive environment of modern era organizations are persistently improving performance of their employees by improving HR practices.
Caliskan, 2010) acknowledged that HRP are one main source of competitive advantage. According to (Combs, 2006) increasing attention has been given to how companies should respond to the new competitive landscape. However, growing number of management and HR professionals have argued that investment in sound HRP practices and programs pays off for an organization through improved productivity and superior financial performance. (Drucker 2002) suggested that the success of organizations in the present competitive environment largely depended upon the caliber of their human resources and innovative employee management programs and practices. In an increasingly competitive global economy, managers at all levels are seriously looking for practices, procedures and policies to use to gain a competitive advantage. One area of focus is the more effective management and use of human resource (Ferris, Russ, Albanese and Mortoccio, 2007). Indeed, a variety of firm postures and orientations have been suggested and human resource planning (HRP) has increasingly become important to the organization.

From a strategic management perspective, researchers have called attention to the importance of building, protecting, and sustaining competitive advantage through analysis, organizational planning, and long-term vision (Morgan and Strong, 2003). In the banking sector, Lam and (White 1998) present strong evidence that a combination of extensive training and development programs, above-average compensation and benefits, and effective recruitment practices positively influence corporate performance.
1.1.1 Human Resource Planning

Human resource planning determines the human resources required by the organization to achieve its strategic goals. As defined by (Bulla and Scott 1994) it is 'the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements'. Human resource planning is based on the belief that people are an organization’s most important strategic resource. It is generally concerned with matching resources to business needs in the longer term, although it will sometimes address shorter term requirements. It addresses human resource needs both in quantitative and qualitative terms, which means it indicates how many people, and what sort of people. Human resource planning also looks at broader issues relating to the ways in which people are employed and developed in order to improve organizational effectiveness. It can therefore play an important part in strategic human resource management.

(Stainer 1971) defined human resource planning as being too detached from the objectives of the whole organization. He states that “Human resource planning aims to maintain and improve the ability of the organization to achieve corporate objectives, through the development of strategies to enhance the contribution of personnel at all times in the foreseeable future”. (Lynch 1982) identifies two aims of corporate human resource planning, namely to ensure the optimum use of the personnel currently employed, and to provide for the future staffing needs of the enterprise in terms of skills, numbers and ages. He focuses on the development of personnel strategies to get the right number of employees, with the right level of talent and skills, to achieve the right objectives, to fulfill the corporate purpose. Human resource planning has two components: requirements and availability. Forecasting human resource requirements involves determining the number and type of employees needed by skill level and location. In order to forecast
availability, the human resource manager looks to both internal sources (presently employed employees) and external sources (the labor market). When employee requirements and availability have been analyzed, the firm can determine whether it will have a surplus or shortage of employees. Human resource planning is indeed concerned with broader issues about the employment of people than the traditional quantitative approaches of manpower planning. Such approaches, as (Liff, 2000) comments, derive from a rational top-down view of planning in which well tested quantitative techniques are applied to long term assessments of supply and demand.

1.1.2 Factors Influencing Human Resource Planning

The effectiveness of an organization and its successful performance depends on a number of crucial factors. The effective and harmonized combination of these factors can make an organization effective and as a consequence the organizational performance will be increased and improved. These factors are strategy, structure capacity and capability, leadership, people system and process, culture and values, employee engagement and customer experience (Kolay and Sahu, 2005). Basically, these factors or instruments, which are mainly related with the manpower, are utilized by the organization through their effective management and planning. Presumably the business organization aligned the employees with its strategy and engaged the employees with the organization. Basically human resource planning is the process of using organizations goals and strategy to forecast the organization's demand for supply of employee in terms of finding, developing and keeping a qualified workforce for the improvement of the organizational performance.
Acquisition of human resource is one of the major tasks in any organization. Today acquiring a right person is a challenging task but retaining the person in the organization is more challenging one because for a skilled person the industry is open and any organization prefers to possess the right mix of people in the organization to perform the organizational tasks and improve the productivity and profitability. The rapid changes in technology, needs of customers, market situation, and competitive environment, planning for human resources has become an important and challenging task for managers (Tekkleamriam, 2009). External and internal issues are the forces that drive human resource planning. An issue is any event or trend that has the potential to affect human resource outcomes, such as employee motivation, turnover, absenteeism, the number and types of employees needed and so forth. External issues are events or trends outside of the organization, such as workforce demographics and technology. Internal issues refer to events or trends within the organization, such as business strategy, organizations structure and company profitability.

1.1.3 Equity Bank

Equity bank opened its doors in 1984 as a registered building society. The choice of the legal format was a function of what was available at the time and what could be afforded, both in terms of license fees and capitalization. It initially focused on providing term loans and deposit services, opening several branches in nearby Central Province. Competition for clients was fierce and, in time, many of the smaller societies were closed, with the concomitant effect of diminishing client confidence in these smaller institutions. Equity, however, mobilized customers by hard one-on-one marketing strategy. This is because financial institutions operate through the need to win the confidence of clients and authorities. Unless they do so, they will not succeed in building large savings portfolios and in gaining customer loyalty.
Equity bank is fiercely focused on creating and containing customer loyalty and on doing everything in its power to gain and strengthen clients’ confidence in it as a financial institution. According to their annual prospectus, all its activities and actions are weighed in terms of the impact they will have on customer loyalty and trust.

Equity is one of the largest and fast growing banks in Kenya. More so, Equity has quickly established branches in Nairobi and throughout the entire country. This Kenyan banking industry has continued to grow both locally and regionally i.e. Eastern Africa. Other than rapid changes in the industry, Equity has put so much pressure on the management of the commercial banks to control the rapidly increasing cost of operations. However, various reform measures have been implemented recently to enhance the growth and dynamism of the sector. The large commercial banks that had traditionally been working together are slowly moving away towards competition including Equity bank. This has led to stiff competition forcing most financial institutions to re-package their services and products to satisfy the needs of the customers and retain their market share.

The competition is even getting more intense with new financial service providers emerging all the time. The provision of funds transfer service by telecommunications service providers has worsened the situation further as this has provided customers with a wide range of options to choose from financial services providers. Equity has redefined its business strategies while leveraging on innovative and affordable products to capture global market segments. In the market place, quality has been seen as a key differentiator. However, competition is no longer on quality alone rather it’s on human resource.
Human resource planning has resulted in maximum utilization of human resources, reduces excessive labour turnover and high absenteeism; improves productivity and aids in achieving the objectives of Equity bank. However, in order to achieve the desired human resource planning, the bank’s management does organizational plans and objectives to establish the technology, marketing, finance, expansion and diversification give an idea about the volume of future work activity, forecasting demand for human resource at different levels and in different departments, allocation of human resource to different departments depending upon the work-load and requirements of the departments, estimating the human resource gaps and matching the demand and supply of human resources to know the shortages and surpluses on both the side in kind and in number. This will enable the human resource department to know overstaffing or understaffing. Once the manpower gaps are identified, plans are prepared to bridge these gaps. Plans to meet the surplus manpower may be redeployment in other departments. Deficit can be met through recruitment, selection, transfer, promotion, and training plans. Realistic plans for the procurement and development of manpower are made after considering the macro and micro environment which affect the manpower objectives of the bank.

1.2 Statement of the problem

Liberalization, privatization, globalization, technological improvements and changing economic scenario puts high pressure on an organization (Castillo, 2009). The organizations find it difficult to maintain the economic stability which in turn impacts people in an organization. The economic stability can be maintained by adding value to the current process and improving the human productivity. Human resource planning takes place within the context of the organization. The extent to which it is used, and the approach adopted, will be contingent on the extent to which management recognizes that success depends on forecasting future people requirements
and implementing plans to satisfy those requirements. The approach will also be affected by the degree to which it is possible to make accurate forecasts. Organizations operating in turbulent environments in which future activity levels are difficult to predict may rely on ad hoc and short term measures to recruit and keep people. However, even these businesses may benefit from those aspects of human resource planning that are concerned with policies for attracting and retaining key staff.

In the Kenyan banking sector the intensified competition has led to Equity bank adopting human resource planning as it has led to the valuation of human resource by the commercial banks. This new shift in the Kenyan banking industry can be attributed to the liberalization of the sector, increased adoption of information technology and improved business environment due to reforms being undertaken in the political, economic, social and cultural fields. With these changes, the level of competition in the banking industry has reached an all level high and coupled with an enlightened customers and increased scrutiny from the regulators, local banks have had to shift their attention to human resource in order to improve their overall performance. Recent studies which have been undertaken on impact of human resource planning on organizational performance include (Githua, 2008) who researched on human resource planning process in private hospitals in Nairobi and found out that human resource planning process at the starts with understanding organizational objectives and strategy. With human resource information system, the human resource department would analyze the present availability and at the same time also analyze the external environment for the changes that needs to be considered while identifying the people and their abilities/skills. Based on the information derived the department forecasts. (Wanjiru, 2009) researched on the relationship between human resource planning and labour turnover among Macro Finance Institutions in Kenya and found out that the
turnover was high among the institutions as they have not valued the importance of human resource planning. Other studies done regarding the human resource planning includes (Huselid 1994), who demonstrated that well-formulated HRP not only reduce employee turnover but also make a substantial contribution to organizational performance and productivity. (Drucker, 2002) suggested that the success of organizations in the present competitive environment largely depended upon the caliber of their human resources and innovative employee management programs and practices. As observed above, know study has been done on the factors influencing of human resource planning and this problem statement is guided by the question; what factors influence human resource planning in Equity bank?

1.3 Research Objective

To establish factors influencing human resource planning in Equity bank of Kenya.

1.4 Value of the Study

The study will be of value to the management of the bank as they will be able to know the importance of having an efficient human resource plan as it will enable them to plan for their human resource. The findings of this study will form part of the action plans that will help commercial banks to be well equipped human resource so that they can gain competitive advantage over its competitors. For academicians, this study will form the foundation upon which other related and replicated studies can be based on. Scholars will find it important as the study will increase to the body of knowledge in this area. The findings will provide team leaders, human resource specialist and managers with foundation to create the right condition and implement effective human resource planning which will facilitate organizational performance.
CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature to factors influencing human resource planning, the literature review has been organized into sections, the first section involves the concept of human resource planning, the second reviews the factors influencing human resource planning which include organization structure, employee motivation, organizational culture and training and development.

2.1 Concept of Human Resource Planning

Competition, globalization, technological innovations, varying market and consumer trends, and other occurrences affect the labour supply. With these conditions, there is a need for intensive planning. Planning is very essential for future human resource needs and possibilities. The essence of human resource planning (HRP) is the presence of a concrete plan of getting the right people particularly the employees as well as coaches in the given right place and time (Gilley and Maycunich 2000). (Cascio 2005) provides a definition of HRP as an attempt to predict future business and environmental demands and needs on an organization and to similarly provide competent people to carry out business needs and gratify demands. HRP is not simply a component of the HR function but it is perceived as a process that focuses on identifying an organization’s labour needs under varying conditions and at the same time developing the interventions and initiatives essential to satisfy those identified needs (Gilley and Maycunich 2000). (Gilley and Maycunich 2000) aver that HRP includes "job analysis, career planning, and other activities designed to identify what is best for the organization as a whole". Thus, it is a very essential aspect of HR function towards every organizational growth and achievement.
(Kwak, McCarthy and Parker 2007) identify the focus of HRP, which is the achievement of the “appropriate quantity and quality of skilled people in specific positions at the time they are needed”. The core value of HRP as well as other HR functions like recruitment and selection is the enhancement of organizational competitiveness and renewal of existing capabilities that serve as the motivating factors of the whole organization (Gilley and Maycunuch 2000). Today's HR highly developed extensively in its sophistication and strategic planning processes (Gubman 2004). HRP is a method of systematically arranging the future. It also includes putting into place a plan designed to address upcoming performance problems or productivity and quality requirements. Thus, the advantage of such process is the reduction of risks and threats that create impact to the whole organisation and its productivity. By addressing unknown variables through HRP, organisations have the opportunity to support and configure their expectations to guarantee definite and positive outcomes. Failing to do so would lead to uncertainties that will eventually create another organisational difficulty. The failure to conduct HRP endangers the organisation's future success.

The human are the most important resources of an organization because it is driving force of every production process of the organization form input to output. In other words effective manpower planning is one of the most important prerequisite of good performance of every business organization. The area of human resource planning consists of goals of the organization, analyzing the current manpower resources, human resource forecasts, implementation program, audit and adjustment. The human resource enables organizations to achieve optimization of resource, effectiveness, and continuous improvement consistently. An organization take time to nurture and develop human capital in the form of knowledge, skills, abilities, motivation, attitude, and interpersonal relationship, and makes it difficult for competitors to imitate.
(Pfeffer, 1994) stressed that human resource has been vital for firm sustained performance. In knowledge economy, the human resource has been recognized as a strategic tool, essential to organizational profitability and sustainability. This realization has led to the new role of human resource managers as strategic partners in formulation and implementing organizational strategy. Organizations are pursuing proactively human resource planning to capitalize on strength of this vital asset for sustained competitive advantage in knowledge economy.

2.1.1 Process of human resource planning

Human resource plans according to (Amanuel, 2009) fall into three strategic, tactical and implementation. Strategic human resource plans are long range plans involving the assessment of future staffing needs of an organization for about five years and beyond. Tactical plans are medium range plans that identify the means and methods for pursuing the strategic plans. Implementation human resource plans on the other hand are the short-range and address detailed forecasts of supply and demand of staff for a period of up to one year. However the process of planning in any type of planning whether strategic, tactical or implementation is the same.

Environmental analysis is the starting point for human resource planning process (Nkomo, 1988). It entails the systematic identification and analysis of key trends and forces in the external environment having a potential impact on the management of the human resource, and requires the development of consistent patterns in streams of organizational decisions. Changes taking place in the technological, economic, socio-cultural, legal/regulatory, education and labour market environments are monitored for their impact on human resource strategies and programs. Significant environmental changes with human resource implications underpin the selection of
strategic alternatives to achieve compatibility between the human resource management system and the external forces.

The process begins with the analyzing and understanding the internal realities. The mission, strategies and long term goals are identified, the human resource requirements and internal supply of personnel is considered. Human resource planning must be tied into the organizational mission ensuring that the organization has the right number of people with the right skills to do the required jobs. A review of the organizations existing plans and mission determines the number and quality of human resources required to achieve the set objectives (Graham and Bennett, 1998). Changes in the future direction of the organization may involve substantial shifts in the types of employees required and the work to be performed, although the choices available to an organization in this respect are constrained by the quality and quantity of its current human resource or that available in the external labour market. The current extent, nature and potential of an organization’s human resource are thereby determinants of the organization’s adaptive ability. The role of the analysis is to define the capabilities required to implement the organization’s strategy, primarily focused on the capacity to act and change in pursuit of sustainable success.

Forecasting human resource demand enables the organization to gain knowledge about future requirements in response to its objectives. According to (Idris and Eldridge 1998), there is invariably some difference between the data assembled from top management’s assumptions and forecasts built up from the judgments of unit heads and managers. The immediate view of this gap or conflict about figures results in top management squeezing standards, commonly resulting in an underestimation of the demand, while line managers in trying to provide themselves with extra cover, or in ignorance of the potential to improve productivity, overestimate the demand.
To resolve the conflict, information exchange and negotiation are necessary, human resource planners having a mediating role between the parties. Conventional forecasting has traditionally relied on quantitative methods which can generate staffing requirements in some detail.

Forecasting the supply for human resources is concerned with correctly assessing the capabilities of the existing staff in order to determine whether the organization can meet the forecasted demand as it stands. This is done through inventory analysis which consists of both establishing a skill inventory and forecasting future changes to it. A skill inventory is simply a detailed record of who works for the company and what they are capable of. This enables human resource managers to establish what role each employee can take in meeting the organizations future demands for labor. The data forms a baseline of human resource capabilities, which could be available for future organizational requirements. The macro level analysis involves diagnosis of organizational philosophy, culture, climate, performance orientation, organization structure, quality of work life, trends in wastage and absenteeism, and current status and effectiveness of the personnel systems. Forecasting future changes to the inventory is establishing likely resignations, retirements, leaves, transfers and the like and analyzing the impact that they will have (Tekklemariam, 2009).

Formulation of human resource plans involves the actual formulation of human resource plans. Looking at the organization’s mission and its ability to supply products and services, and the demands from outside environment enables managers to plan for the required human resources. This step enables planners to conduct gap and solution analysis, where gap analysis is the process of identifying the differences (gaps) between the current organizational competency and the competency needed in the future work place (Tekklemariam, 2009). Solution analysis on the other hand is the process of developing strategies for closing gaps in competencies.
The plans show the policy considerations related to flexibility of jobs, extent of retention and redeployment, nature of supervision, recruitment, retirement programs, industrial relations, and crisis and change management among others (Appleby, 1989).

The implementation step identifies the detailed strategies and activities to be taken to translate the strategic plan into action or operational plans. This answers specific questions in short terms, such as; when the required number of staff will be obtained, the kind of training they will require; who will be in charge of what and what immediate actions should be taken to prepare obtaining the workforce (Appleby, 1989). The selection, promotion, and placement process begins relative to the internal movement of people across positions and to external hiring into the organization. The process is one of matching available human resources to jobs in the organization. The last element in the human resource planning process involves evaluation and monitoring to obtain feedback. This endeavors to lay out the basis for modifications in the plan or company objectives if need be. Monitoring is not necessarily done at the end of the exercise; it's a continuous process that reminds planners to keep checking what is going on with the plan. This step involves four elements: observations, assessment improvement and consequences (Amanuel, Abraha, Teklemariam, 2009). They explain observations as visible occurrences, such as employee’s behavior or results of the schools planned activities. Assessment is the interpretation of the observed behavior, an evaluation of the results in terms of vision and goals.
2.2 Factors Influencing Human resource planning

External and internal issues are the forces that drive human resource planning. An issue is any event or trend that has the potential to affect human resource outcomes, such as employee motivation, turnover, absenteeism, the number and types of employees needed and so forth. External issues are events or trends outside of the organization, such as work force demographics and technology while internal issues refer to events or trends within the organization, such as business strategy, organizations structure and organizational performance.

2.2.1 Organizational Structure

Organization structure expresses managerial, administrative, and operational relationships within the entity (Golmohammadi, 2008). It also embodies authority, responsibility, and accountability. Organization structure groups activities for the purposes of administration and control and combines duties and responsibilities into jobs. According to (Lai, 2005) entity structure is the result of and a tool for implementing operational, financial, human resource, and strategic plans as it influences the entity's ability to communicate, coordinate its functions, and respond to environmental changes. The structure of an entity must simultaneously facilitate planning, problem solving, policy-making, communications, operations, resource allocation and use, and performance assessment in order to meet the demands placed upon it. The crucial managerial consideration when creating departments is to determine the basis of grouping jobs.

Globalization has introduced tremendous impact on the ways in which human resources are managed and the ways in which the human resource management (HR) function is positioned. Because HR practices do not exist in a vacuum, understanding the context within which the role of HR in corporate decision making is affected contributes to better management of people. Such
understanding is even more important as organizational borders are blurred by an increasing movement toward a more global economy where management entails managing organizations and people in geographic contexts different from one's own. On the other hand, (Bloor, 2008) stated employees do not respond simply to financial incentives as other kinds of non-financial incentives such as trust, duty, reputation within peer groups and communities equally important. This could probably due to the fact that 'high powered' incentives such as from market transactions, and 'low powered' incentives found in bureaucratic setting (Frant, 1996) which could have contributed to this result. In the same vain, incentives moderate the relationship between human management practices and organizational behavior. This is most likely due to the fact that the willingness to perform and achieve better organizational performance is influenced by conformity to collectivity-oriented behavior.

2.2.2 Employee Motivation

Human resource planning has been envisioned as having a substantial impact on the importance of human resource departments, leading to a more strategic/managerial role and contributing to the organization’s competitiveness, (Beadles, 2005), as well as creating new paths for human resource to add value to the organization. However, human resource directors did not perceive that the human resource planning had a positive impact on the role of the human resources department in the organization, with only 30% and 40%, respectively, agreeing that the human resource department had become more important and had become more of a strategic partner in the institution. Human resource departments play a critical role, for they are the one who will handle diversified employees. From the recruitment and selection and from the pool of candidates, the employees are shaped according to the positions they are qualified in entering into (Mouyiasis, 2007). HR functions might be different from each other as well as the strategies
applied by the organizations to improve the performance of the employees. Basically, the staffing strongly affects the type of the employee and the nature of the company. And in terms of applying the internal control over the manpower, the organization is in favor of the employees who can give benefits and can function well according to their job description (Treven, 2001).

Employees are the backbone of any business success and therefore, they need to be motivated and maintained in organization at all cost to aid the organization to be globally competitive in terms of providing quality products and services to the society (Ostadzade, 2006). And in the long run the returns on investments on the employees would be achieved. Management should encourage job redesign-task autonomy, task significance and task identity, open book management; empowerment of employees, recruitment and selection must be done scientifically with the objective of retaining employees. Managers should examine the sources of employee turnover and recommend the best approach to fill the gap of the source, so that they can be in a position to retain employees in their organization to enhance their competitiveness in the this world of globalization. Managers must understand that employees in their organizations must be treated as the most liquid assets of the organization, which would make the organization to withstand the waves of globalization. This asset needs to be monitored with due care, otherwise their organizations would cease to exist. Employees should be given challenging work and all managers should be hired on the basis of know-how by following laid down procedures of the organization and this would make organization to have competent managers at all levels of management and hence good supervision (Griffethet al., 2000). (Aswathappa, 2008) argued that an organization should have better HR plans to motivate its employees. Sound HRP can enhance job satisfaction of the employees by providing opportunities for the employees to participate in planning their own careers.
(Delaney and Huselid, 2006) suggest that human resource must be allowed to be involved in making work-related decisions to further improve the organisational structure. Furthermore, the proper way of structuring of tasks among the employees strengthens the organisational performance (Wilson, 2009). As various operating industries are aiming for competitive advantage and sustainable development among its management and operations, there are numerous actions that are being implemented and directed to the eventual success and growth of the company’s human assets. Similarly, globalization issues increases the pressure among the industries and intensifies market competition. In competition, there is motivation in every business to improve and develop their objectives. For an enterprise to succeed in local or global competition, hence, there is a continuous plan to develop human resource management techniques such as planning.

Productivity increases if there is a fair performance appraisal system implemented in the organization (Kumbhar, 2011). Performance appraisal plays critical role in organizations ability to achieve its strategic goals. Organization and the human resource department have to design and implement performance appraisal system in an organization is a core managerial function. The challenges faced by the present days’ organization are absolutely depending on the effectiveness of its performance management system which ultimately acts as a catalyst for employee’s effective performance. The true goal of performance appraisal is employee’s development and organizational improvement. Ultimately competitive asset of any organization is its human resources, thus organization should develop employee competencies, which should be aligned with the organizations business goals. This can be achieved through performance management system, which also acts as behavioral change tool, and it can also enable performance management system, which can improve overall organizations performance.
2.2.3 Organizational Culture

Organizations vary significantly in their cultures and management styles (Costin, 2010). Some are more progressive than others particularly when it comes to dealing with stress. A more positive culture will be concerned with the safety, health and welfare of its employees, viewing this area as an important feature of maintaining good employer-employee relationships, resulting in high levels of performance and productivity by employees (Stranks, 2007). It is important to recognize that organizational cultures which cannot be changed according to plan, or through the demands of senior management, or by intervention by the enforcement authorities.

For cultural change to be successful, managers need to consider at the outset namely the potentially stressful effects on the workforce of enforced change, the need for on-going consultation at the various stages of the change process, the provision of information, instruction and training prior to commencing the process, the speed at which the intended changes are scheduled to take place, methods for assessing how well or how badly individual employees are coping with the changes, the provision of continuing help, assistance and coaching, together with the regular monitoring of people who are finding the changes difficult to comprehend and put into practice and the provision of regular feedback to employees on the success or otherwise of the changes being introduced. Changing culture requires a methodological support adapted to the organizational specific. Unfortunately, there is no rigorous methodology whose effectiveness is demonstrated with convincing arguments based on the obtained performances.
2.2.4 Training and Development

Training must be tied to the enterprise’s strategic business requirements and maintain the organization’s core competencies in every field at every level. Opportunities for lifelong learning should be provided to all levels of employees which will promote organizational performance directly (Chien, 2003). Employee training and development should closely interact with staffing and performance activities. It is a vehicle for facilitating organizational and individual learning through training and development (Sisson and Storey, 2000). Systematic as well as ad-hoc development programs help to ensure that staffs have skills required for their current roles and can develop those required for future posts. It can also work as a motivating factor: significant training indicates commitment to people and the recipients are more likely to feel valued. A construction organization must consider training both to integrate employees into the organization and then to facilitate their development and retention.

Essentially, the object of the training is to alter permanently the behavior of the organizational goals. It should provide opportunities for an employee to learn job related skills, attitudes and knowledge. Since training is a form of learning, to be successful it is essential that employees are motivated to learn, are able to learnt behavior encouraged and reinforced in the workplace. Arguably the most important purpose of training in the modern dynamic business environment is to bring about a learning culture. The learning organization is one in which this level of learning is embraced and a high level of dialogue exists, enabling employees to explore organizational issues freely in search of creative solutions to problems. Thus the concept of learning organization effectively questions the individualization of learning, and suggests that the social and systematic dimensions of learning are key in determining how organizations acquire, develop and deploy their skill (Keep and Rain, 2000).
In determining a certain range of importance in regaining factual information regarding as to what extent does human resource planning contributes to the overall success of the organization then, it is important to take in consideration some of its planning issues that may affect positively and or negatively to the success of such organization thus, it is crucial to identify and determine these planning issues as it enumerated below (Craft, 2004). It is believed that a better human resource planning will enhance the effectiveness of the organization’s success in dealing appropriately to the nature of its job and be able to provide a thorough channel for interaction and communication in which there is a degree to which it will move towards the attainment of its mission as well as the realization of its goals and parallels in analyzing effectiveness with substantiality that many organizations are successful in so far as human resource planning of a specific organization is concerned with evaluation of its analysis and function to the culture of the organization (Dyer, 2005).
CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses the research methodology used for the study. Research methodology gives details regarding the procedures used in conducting the study. The research design, data collection and analysis methods are elaborated.

3.1 Research Design

The research design was a case study. (Cooper and Schinder, 2005) stated that case studies place more emphasis on a full contextual analysis of fewer events or conditions and their interrelations. A case study allows an in-depth understanding of the behavior pattern of the concerned unit. Additionally a case study allows a researcher to use one or more of the several research methods depending on the circumstances.

The study used to establish the factors influencing human resource planning process in the realization of organizational objectives, by placing them in their wider context, which is the specific company within the banking industry. The reason for this choice is based on the knowledge that case studies are the most appropriate for examining the processes by which events unfold, as well as exploring causal relationships and also they provide a holistic understanding of the phenomena.
3.2 Data Collection

The study used primary data which were collected using an interview guide. An interview guide is a set of questions that the interviewer asks when interviewing. The respondents to be interviewed were top managers in charge of planning, corporate, human resource management and development. These are considered to be key informants for this research. Key informants are also a source of information that can assist in understanding the context of an organization, or clarifying particular issues or problems.

This method should be considered more often by researchers since it provides more qualitative information, more depth, more representation, more efficiency, more statistics, and more value (Stokes and Bergin, 2006). The choice of the respondents is very important, as senior executives are the head of the organization and the ones who can foster organizational objectives. Furthermore, they may provide access to more significant and useful secondary data as documents, and other valuable information. The interviews were semi-structured so that some questions can be omitted or added if some new and useful information come up through the whole procedure, which were face to face interviews.
3.3 Data Analysis

The data obtained from the interview guide was analyzed using content analysis. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Hsieh and Shannon, 2005). It involves observation and detailed description of objects, items or things that comprise the object of study.

Content analysis, as a class of methods at the intersection of the qualitative and quantitative traditions, is used for rigorous exploration of many important but difficult-to-study issues of interest to management researchers (Carley, 2003). This approach is more appropriate for the study because it allows for deep, sense, detailed accounts in changing conditions. Thus the qualitative method is suitable for this research because this research was conducted within the environment where the implementation initiatives occurred.
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.0 Introduction

The research objective was to establish the factors influencing human resource planning at Equity Bank. This chapter presents the analysis and findings with regard to the objective and discussion of the same.

4.1 Respondents Profile

This section of the interview guide sought to establish the targeted respondent’s academic as well as professional qualifications. In addition, their work experiences were also to be established. From there academic qualification backgrounds as well as work experience, the researcher was able to assess their capacity to answer questions on factors influencing human resource planning at Equity Bank. In total, the researcher interviewed eight out of the targeted ten respondents who were strategic planning officer, human resource relationship officer, relationship officer in charge of training and development, human resource supervisor, finance manager, internal audit manager, operation manager and risk manager. Incorporating the senior managers from different functional in the study ensured that all the functional units are represented. The senior management champion human resource planning in their functional units as they drive the shared vision of the organization and the organization marshals all resources towards achievement of a common goal.
The respondents indicated that they have worked in Equity bank between three and ten years with majority having worked in the bank for more than four years. On the duration holding the current position the respondents indicated that they have been holding the current position for a period ranging from two to five years and thus having worked in the bank for such a period, the respondents have firsthand experience on factors influencing human resource planning. All the respondents interviewed had university degrees with four of them having a Master’s degree as well.

4.2 Human Resource Planning

This section of the interview guide aimed at establishing from the management of the bank the factors influencing human resource planning. They noted that the bank undertake human resource planning through the senior human resource manager, human resource manager training and development, human resource manager recruitment, human resource manager remuneration and relationship officers-human resource. Human resource planning in the bank plays a critical role in human resource management as it helps the bank to determine size of strategic expansion by considering the availability of manpower and other resources required in expansion, helps to analyze bank’s mission which is to offer inclusive, customer focused financial services that socially and economically empower the clients and other stakeholders. Proper human resource planning has enabled the determine long run goals; determine strengths, weaknesses, opportunities and threats, enables the management come up with management resources plan that provide the bank with strategies, tools, technology and expertise for planning and development of current and potential management human resources in order to allow for enhanced management of the business.
The respondents noted that human resource planning has assisted the bank achieve its objectives through the development of strategies to enhance the contribution of personnel at all times in the foreseeable future, enables the bank to plan and manage its corporate responsibility in the society like the wings to fly program me, ensure the optimum use of the personnel currently employed, and to provide for the future staffing needs of the enterprise in terms of skills, numbers and ages. On the effect of human resource planning effect on labour turnover and high absenteeism, the respondents noted that it has helped the bank to determine the number of staff to be hired when the need arises and also assist in monitoring leave management to ensure proper utilization of staff and time, ensure that all the employees are assigned duties that matches their level of talent and skills, to achieve the right objectives so that they can fulfill the corporate purpose although it does not reduce excessive labour turnover and low absenteeism because of the bureaucratic nature of human resource management.

4.3 Factors Influencing Human Resource Planning

This section of the interview guide aimed at establishing from the respondents the factors that influence human resource planning at the bank. The structure of an organization is designed to breakdown how work is to be carried out in business units and functional departments and not to be an impediment in the developing or implementing the organizations strategies. The respondents noted that proper and effective organizational structure has ensured that there is no role duplication thus saving on labour costs, ensured that employees are given an opportunity to grow career wise as there are stages and each stage has its own responsibilities, systematically forecasting the future demand for supply of employees in terms of finding, developing and keeping a qualified workforce for the improvement of the organizational performance. The structure also gives opportunity to all employees to grow career wise thus retaining the right
employees and enabling the bank to concentrate on its objectives as it is more challenging to retain the skilled employees as the industry is open and any organization prefers to possess the right mix of people in the organization to perform the organizational tasks and improve the productivity and profitability.

The respondents indicated that the current organizational structure has contributed to conflict between short term and long term human resource needs as the bank incorporates pre-universities students which fulfill the short-term human resource needs but the students leave the bank and join competitors after undergoing the training creating a deficit of mentored organizational leaders who may lead the organization in future. This creates an environment within which the long term plans of the bank is not fully successful and thus becomes costly to the bank. Ample lead time is required to recruit or develop talented personnel, and reaction management that responds to short term events or needs will usually limit the choices of options or endanger longer-range economic plans.

The right composition of the banks’ structure influence reporting, recording as well as decision making as it has ensured that information and workflow is structured, the structure ensures that reporting is done in a hierarchy from bottom to top. This ensures the top level managers make decisions based on the reports given to them by their juniors. It was observed that the vertical structure that has been adopted by the bank though good for controlling the activities of the bank, has impacted its decision making process. The human resource in the bank has been involved in decision making decisions on the recruiting right staff, induction process thus putting into place a plan designed to address upcoming performance problems or productivity and quality requirements. Thus, the advantage of such process is the reduction of risks and threats that create impact to the whole organisation and its productivity. However, at times vacancies arise and new
posts are created without the abolition of old posts as a result departments end up having more employees than needed and these makes it impossible for departments to properly manage their vacancy rates and to conduct human resource Planning demand forecasting because of uncertainty in the number of vacancies.

It was noted that the bank develop a workforce plan designed to support the strategic objectives through the human resource planning which ensures that the bank has sufficient staff under the varying conditions and at the same time developing the interventions and initiatives essential to satisfy those identified needs. The plan however is hampered by the high turnover of employees and this has been challenging task for managers. Lack of well-maintained structure affect human resource planning as it leads to work related managerial conflicts, recruitment of too many personnel, duplication of roles as well as increasing the human resource budget in terms of recruiting employees.

Employees are an important asset to any organization and therefore, they need to be motivated and maintained in organization at all cost to aid the organization to be globally competitive in terms of providing quality products and services. The bank has moved to ensure that its employees are motivated by ensuring that the employees are free to give feedback and helps improve the retention rate thus helps to plan hiring decisions based on the labour turnover rate. This influence human resource planning as it will determine the number and type of employees needed by skill and location as they would be able to predict the turnover of the employees. The human resource department in the bank is tasked with the duty of selection, recruitment, promotion which is geared towards ensuring an effective workforce in the organization. Human resource department play a critical role, for it is the one which will handle diversified employees as the staffing strongly affects the type of the employee and the nature of the organization and
therefore they ought to be involved in the planning stage so that they know in advance the king of employees they are going to deal with.

The respondents indicated that the bank does not encourage job design-task autonomy task significance and task identity, open book management; empowerment of employees and these would demotivate the employees resulting in high turnover. Managers should examine the sources of employee turnover and recommend the best approach to fill the gap of the source, so that they can be in a position to retain employees in their organization to enhance their competitiveness. The bank however does not have better human resource plans that motivate employees and create job satisfaction of the employees through provision of opportunities for the employees to participate in planning their own careers. Measures which have been taken into consideration by the bank to reduce turnover include staff training, promotion, encouragement, it has encouraged job rotation to discourage monotony, yearly appraisal which leads to salary increment, end year bonus, reduced interest rates on staff loans and share ownership.

The results on whether the bank hire managers on the basis of know-how by following the laid down procedures was that, the bank does not hire managers by following laid down procedures of the bank and this would make the bank to have incompetent managers at all levels of management and hence poor supervision. These was attributed to the human resource department not being fully integrated in human resource planning and therefore the department cannot apply fully internal controls over the employees as the recruited managers does not give benefits and function well according to their job description.

Performance appraisal plays critical role in the banks’ ability to achieve its strategic goals. The human resource department in the bank has not developed an effective appraisal system and
these results in employees’ discontent with the appraisal results and these affects employee’s performance. The integration of performance management system in the banks’ human resource planning would enable the department to ensure that they undertake thorough performance appraisal that would guarantee employee development and organizational improvement.

The respondents were in agreement that the culture being practiced in the bank influence human resource planning as it was geared towards building team work and self-confidence of its employees. However the culture brought about nepotism, favoritism, un-ethical behaviors’ and low integrity and change management which affect effectiveness and efficiency in service delivery. The respondents indicated that there is a certain number of senior staff members that are used to a certain way of doing things in the bank and whenever new changes were introduced or change of strategy is required to capture a certain opportunity or counter a given threat, the same group will be slow in decision making that will lead to the loss of opportunity. The respondents observed that when employees were used to a given way of life or doing things normal new ideas were seen as a threat to the existing culture and will naturally resist the same.

The bank culture concerns itself with the safety, health and welfare for its employees so that safety measures can be included in the human resource planning in order to create a relationship between the bank as a whole and the environment, which gives some continuing and satisfactory balance of benefits and risks for the organization. The adoption of such a perspective is necessary to manage uncertainties and risks created by major changes in environmental factors in the medium to long term. Human resource planning also takes care of the welfare of the members of the community by having benevolent funds scheme which caters for bereavement of employee family members, weddings, employee wellness programmes every quarter where there are talks regarding health and safety from outsourced specialized companies, team building,
participation in sports activities every year, has clubs which include football, basketball, volleyball so that they encourage employees.

The respondents noted that the top management of the bank creates a climate for shaping organizational cultural values that influence the direction of the bank through the ability to visualize the future, to think systematically and to understand the complex forces that shape organizations. They push responsibility for daily delivery of human resource management services to business units and line management, thus satisfying employee and organizational needs more efficiently and focusing on companywide issues rather than on micromanagement. The top management promote human resource planning, in their alignment with organizational strategy, interact within and with an external environment of national culture, market mechanisms, power systems, legislation, education, and employee representation. The values and beliefs shared by the members of the organization will enable the bank to achieve its objectives of human resource planning. The values and beliefs were professionalization, accountability, efficiency, partnerships, gender equity, teamwork and commitment. Although some of the respondents indicated that it does not influence, some of them said it influences especially when un-ethical values are supported by un-professional conducts.

Training and development are of primary importance. Training and development influences the banks human resource planning as it serves many purposes. Apart from arming employees with the necessary abilities to perform well at their current and future tasks, training also offers opportunities for employees to share many experiences and develop an understanding and helping attitude towards each other. So, this speeds up the process of the development of organizational cohesiveness and employee commitment. When employees become committed to their work and their working environment, they become more willing to work for valued results.
Furthermore, strong commitment results in less absenteeism and turnover rates, because employees are becoming intensely loyal to the organization. Besides, commitment aims to ensure that employees can use all their skills at tasks they perform. The offers lifelong learning to all levels of employees through e-learning that are conducted every month and are compulsory to all levels of employees, the bank gives education loan at reduced interest rates and study leave allowances.

Regarding training and development integration of employees into the organization, the respondents noted that training and development is mostly done at the induction stage for new employees as well as during new product launching hence facilitates development but does not help in retention of employees. Training is more than essential to help their employees perform at the desired level. Although training can be very costly and training budgets require a large amount of money, in the long run it proves to be critical to the success of a bank’s efforts. Training enriches human resources with high productivity; such a workforce fits the meaning of resource-based competitive advantage. Training adds value to the organization, thus helping to acquire a source of sustainable advantage in today’s competitive markets. Lack of adequate and practical training on human resource planning leads to reduced productivity and issues of customer services/complaints may arise and lack of adequate practical training of human resource planning may lead to poor management services that demotivates employees which results to lack of retention. Lack of follow-up and research on HRP practices within the bank may hinder employee’s career development as well as knowledge on their policies and procedures.
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter consists of the summary of findings, answers to research questions, the conclusion and research recommendations.

5.1 Summary

The study found out that human resource planning in the bank has enabled the bank to determine long run goals; determine strengths, weaknesses, opportunities and threats, enables the management come up with management resources plan that provide the bank with strategies, tools, technology and expertise for planning and development of current and potential management human resources in order to allow for enhanced management of the business, enables the bank to plan and manage its corporate responsibility in the society like the wings to fly programme, ensure the optimum use of the personnel currently employed, and to provide for the future staffing needs of the enterprise in terms of skills, numbers and ages. Human resource planning has also helped the bank to plan for its human resources although it does not help to reduce labour turnover and low absenteeism.

Human resource planning in the bank has resulted in designing of organizational structure that ensures that is no role duplication thus saving on labour costs, ensured that employees are given an opportunity to grow career wise as there are stages and each stage has its own responsibilities, systematically forecasting the future demand for supply of employees in terms of finding, developing and keeping a qualified workforce for the improvement of the organizational performance. The plan however is hampered by the high turnover of employees and this has been
challenging task for managers. The study established that the employees in the bank were not motivated as the bank does not encourage job design-task autonomy task significance and task identity, open book management and empowerment of employees, does not remunerate employees well as compared to other banks and that it does not hire its managers on the basis of know-how through the laid down procedures.

The culture which was practiced in the bank though it was intended to create team work self-confidence of its employees has however brought about nepotism, favoritism, un-ethical behaviors' and low integrity and change management which affects effectiveness and efficiency in service delivery. Training and development influences the banks human resource planning by arming employees with the necessary abilities to perform well at their current and future tasks, training also offers opportunities for employees to share many experiences and develop an understanding and helping attitude towards each other.

5.2 Conclusion

Human resource planning is probably one of the most critical elements in linking the work of the human resources function to the business goals of the bank. The management of Equity bank must understand that employees in their bank must be treated as the most liquid assets of the bank, which would make the bank to withstand the waves of globalization. This asset needs to be monitored with due care, otherwise the bank would cease to exist. The study found out that the banks’ organizational structure, employee motivation, culture, and training and development influences human resource planning and therefore the bank should put in place sound human resource planning so that it enhances job satisfaction of the employees by providing opportunities for the employees to participate in planning their own careers.
5.3 Recommendation

The study found out that the employees in the bank were not motivated and therefore there is a high turnover which makes it hard for human resource planning in the bank. It is therefore recommended that for effective human resource planning in the bank, the employees should be motivated though salary increase and allowances to be at par with other banks so that it can reduce the high turnover rate.

The study found out that the bank does not follow the laid down procedures in hiring of managers and these result this would make the bank to have incompetent managers at all levels of management and hence poor supervision. It is therefore recommended that the bank hires all its employees following the laid down procedures so that they can select the best placed candidate for the job so that they can be effective in service delivery.

The study established that the bank has not developed an effective appraisal system and these results in employee discontent with the results. It is therefore recommended that the bank puts in place a system that would build relationships between managers and employees and use flexible, customized appraisal forms.

5.4 Recommendations for further research

The study confined itself to Equity bank. The factors influencing human resource planning could be different in other commercial banks. It is therefore recommended that the study is replicated in other commercial banks to establish the factors influencing human resource planning
REFERENCES


APPENDIX I: INTERVIEW GUIDE

The interview guide will seek to achieve the following objective;

1. To establish the factors influencing human resource planning in Equity bank.

Section A: Respondents Background Information

1. What current position in the organization do you hold?
2. For how long have you been working in the bank?
3. For how long have you been holding the current position?
4. What highest level of education have you attained?

Section B: Human Resource Planning

1. Does your bank undertake human resource planning?
2. How does human resource planning in your bank play an important part in strategic human resource management?
3. How does human resource planning assist the bank to maintain and improve its ability to achieve corporate objectives?
4. Does the human resource planning result in maximum utilization of human resources, reduces excessive labour turnover and high absenteeism? Explain.
Section C: Factors Influencing Human Resource Planning

a) Organizational Structure

1. How does proper and effective organizational structure influence human resource planning in your bank?

2. How does organizational structure of your bank contribute to conflict between short term and long term human resource needs?

3. How does the right composition of the banks' structure influence reporting, recording as well as decision making process?

4. Is the banks' human resource involved in making work-related decisions to further improve the organisational structure?

5. Does the bank develop a workforce plan designed to support the organizations strategic objectives?

6. How does lack of designed and documented service delivery models which are supposed to inform the bank organizational structure affected human resource planning?

7. How does lack of well-maintained and rigorously managed organizational structures affect human resource planning in the bank?

b) Employee Motivation

1. How does employee motivation influence human resource planning in the bank?

2. To what extent does the existence of human resource department influence human resource planning in the bank?

3. Has the management of the bank encourage job redesign-task autonomy, task significance and task identity, open book management and empowerment of employees to motivate the employees?

4. What measures has the bank undertaken to reduce employee turnover and enhance their competitiveness?
5. Does the bank hire its managers on the basis of know-how by following laid down procedures of the organization in order to have competent managers at all levels of management and hence good supervision which motivates employees?

6. How does the existence of fair performance appraisal system implemented in the bank influence human resource planning?

c) Organization Culture

1. Does the culture being practiced in the bank influence human resource planning?

2. How does the bank culture concern itself with the safety, health and welfare of its employees thus influencing human resource planning?

3. Does the top manager of the bank create a climate for shaping organization cultural values and their values influence the direction of the bank?

4. How does commitment to shared values and individual responsibility for actions as the basis for task-achievement rather than upon more tangible rewards influence human resource planning in the bank?

d) Training and Development

1. Does training and development in the bank influence human resource planning?

2. Does the bank offers opportunities for lifelong learning to all levels of employees thus influencing human resource planning?

3. Does training and development integrate employees into the organization and then to facilitate their development and retention?

4. How does lack of adequate and practical training on human resource planning influence human resource planning in the bank?

5. How does lack of follow-up on and research human resource planning practices within the bank influence human resource planning?