



Addis Ababa University
School of Commerce
Office of Graduate Studies

**Assessment of Strategic Human Resource Planning Practices:
The Case of Awash Wine Share Company**

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**A Thesis Submitted to Office of Graduate Studies of Addis
Ababa University School of Commerce in Partial Fulfillment of
the Requirements for the Degree Master of Arts in Human
Resource Management**

Addis Ababa University School of Commerce

Addis Ababa, Ethiopia

November, 2020

DECLARATION

I the undersigned, hereby declare that the work contained in this thesis is my own original work and has not been presented previously in its entirety or in part at any university for a degree and that all the sources of materials used for the study have been dully acknowledged.

Declared by:

Name: Wondwosen Asalif

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This is to certify that this study, “The assessment of strategic HR planning in Awash Wine Share Company”, undertaken by Wondwosen Asalif for the partial fulfillment of the Requirements for the Degree of Master of Arts in Human Resource Management at Addis Ababa University School of Commerce, is an original work and not submitted earlier for any degree either at this University or any other University.

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ACKNOWLEDGEMENTS

First and foremost, I thank the Almighty God for his support and protection in all aspects of my life. I humbly acknowledge the great support I have received from various people and for their contribution to this project, without their support this work would never have come to completion.

To my advisor Dr. Bantie Workie for his dedication, time, and the push to achieve academic excellence.

My special thanks go to my wife Hana Getaneh and my Son Yohanes Wondwosen, for scarifying their valuable family time and support.

Finally, I want to thank Awash Wine Share company, HR Department staffs and all the participate of the paper for their cooperation on the completion of the research.

ACRONYMS

HR – Human Resources

HRD – Human Resource Development

SHRP – Strategic Human Resource plan

SHRM – Strategic Human Resource Management

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ABSTRACT

Strategic Human resource planning continues to receive increased attention due to such factors as the development of new technology, changes in economic conditions, globalization, and a changing workforce. The study addresses all the research questions and objectives stated in the objectives of the study. To undertake the study Descriptive research Design were employed. Both qualitative and quantitative Approach were adopted. The data were collected from both primary and secondary sources. The primary source of data was collected from 52 sample respondents by using self-administered questionnaire and from three HR managers by Interview. Accordingly, the data gathered by survey questionnaire were analyzed. The finding of the study revealed that Awash Wine share company practice of communicating strategic HR plan is poor and thorough participation of stakeholders is not realized. In addition, the company's weak use of SWOT analysis is observed. When it comes to the evaluation of HR strategic plan, the company lack comprehensive evaluation of strategic HR plan. Hence, it is suggested that the company should develop comprehensive and adequate monitoring and evaluation mechanism for Strategic HR plan implementation.

Key words: *Strategic Human Resource Planning, Strategic Human Resource Management, Strategic Human Resource Plan Linkage*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Strategic Human resource management practices are characterized by valuing employees as essential assets and core partners in creating competitive advantage in the organization. Strategic planning seeks to identify the organizational decisions and actions that yield the greater advantage under various assumptions about the organization and its environment. According to Wofford (2002), the integration of human resources into the organizational strategy provides the basis for enabling the HR function to support and implement the strategic plan to achieve a competitive advantage.

Strategic Human resource Management covers a wide range of activities from organizational positioning (reputation), as an organization of choice for prospective employee, in its reward systems, recruitment, training and development of employees, and objective not only targeted toward better customer service delivery, but also for the retention of the firm's best performers and organizational growth.

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 in qualitative term.

Human resource planning should be an integral part of business planning. The strategic planning process defines projected changes in the types of activities carried out by the organization and the scale of those activities. It identifies the core competences the organization needs to achieve its goals and therefore its skill and behavioral requirements (Michael Armstrong, 1992, 2000, 2006)

Modern human resource planning concerns the forecasting of the organization's human resource needs for the future and the planning required to meet those needs. It requires not only the establishment of objectives, but also the development and implementation of certain programs,

such as staffing and training, to make sure people are present with the proper traits and skills when they are needed. Human resource planning also involves the collection of data, which can be used to evaluate program effectiveness and give notice when revision is needed. One of the objectives of planning is to facilitate organizational effectiveness, so it must be integrated with the organization's business objectives.

Strategic Human resource planning continues to receive increased attention due to such factors as the development of new technology, changes in economic conditions, globalization, and a changing workforce. (American Journal of Business Education October 2009) Successful Strategic Human Resource Planning stresses the importance of identifying and gathering strategic information for the planning course of an organization, and the need for involving key managers and employees in the process. (Stephen Haines & Allan Bandt, 2004)

Established in 1956, Awash Wine is Ethiopia's longest established wine maker. Since that time, the company has grown to be one of the country's most loved brands - a market leader that is interwoven with the cultural fabric of the country. Currently the company is going to implement ISO 9001 and food safety management program 2005 and the primary requirement for this program is assessing its internal and external environment. The company has strengths by having the large wine market share, hiring young and dynamic staff, good image of the product, and has more than 75 years' experience in Winery Business by having competitive salary and benefit packages, and is increasing its sales volume year to year. (Dawit, 2016 Addis Fortune p.12)

The central theory of SHRM revealed that successful organizations in implementing SHRM practices depend on a close fit or alignment between business and human resource strategy (Armstrong, 2009). In this study the researcher has viewed strategic human resource planning practices from three dimensions. The first one is by looking HR planning alignment with business strategy of the company, secondly the determinant factors affecting the formulation of human resource planning and finally find out challenges while implementing strategic human resource planning practices.

1.2. Statement of the Problem

In a knowledge-based economy, different globalization forces and technological discontinuities are causing organizations to rethink the way they do business and how to be profitable. To gain competitive advantage over the competitors, Gould (1984) explained that different advantageous ways are found out using strategic human resource functions, thus showing that these functions play a critical role in making a company competitive.

The necessity of applying a strong human resource management in general and a sound human resource planning has not yet been realized and did not bring any meaningful result other than its being a theoretical knowledge. Similarly, Awash Wine Share Company has been a victim of such problem as it can be simply observed the mismatches between the company's corporate business strategy and the strategy human resource planning. The researcher, as one of the employees of Awash Wine itself, has a general observation as well as conducted a random and informal preliminary interview with HR director and some concerned individuals

In the past five years Awash has been investing in acquiring new potential employees and maintaining existing staffs to build sufficient successor pool by developing and implementing various policies and strategies concerned with human resource (Awash Wine Annual performance report 2017/18).

However, an employee engagement survey conducted by HR Department, 2018 revealed that there is high level of potential successors turnover, gap in understanding of company vision, mission and values and lack of support from executive leadership. In Addition, three years ago, the company has decided to expand the plant to introduce a new brand into an existing market. Although the company focused on expansion and strategy implementation mainly production and marketing plans, it has paid a disproportionately meager attention to strategic human resource planning which is very crucial to implement business strategy. After the project was successfully completed, the company started to hire employees to urgently seal the gap within very short period. The HR department was not given enough time to recruit and train appropriate and qualified employees. This resulted below performance and some of them resigned within probation period. This helped the researcher to think there is some sort of gaps in the organization with respect to the concept of strategic human resource planning practices and need additional assessment in the area.

Therefore, this study is carried out to assess the overall SHRP practices of Awash Wine Share Company by looking in to three main Processes. Namely, Formulation of Strategic HR planning, Implementation of strategic HR planning and Evaluation of Strategic HR planning. In addition, HRP integration with business strategy and the challenges of Strategic HR planning is assessed.

1.3. Basic Research Questions

To assess an analysis of strategic human resource planning practices of Awash Wine Share Company, the present study considered the following specific and key questions:

- What are the process and practice of Strategic Human Resource planning?
- What are the Process and Practice of Strategic Human Resource implementation?
- What are the Process and Practice of Strategic Human Resource evaluation?
- How the Strategic HR planning of Awash Wine S.C is integrated to its business strategic plan?
- What are the major challenges affecting formulation, implementation, and evaluation of strategic human resource planning process within?

1.4. Objective of the Study

1.4.1. General Objective

The general objective of this research is to assess the strategic human resource planning practices in Awash Wine S.C.

1.4.2. Specific Objective

This study paper has the following specific objectives:

- Assess the current strategic HR planning formulation practice of Awash Wine S.C?
- Assess the current strategic HR planning implementation practice of Awash Wine S.C?
- Assess and identify the current strategic HR planning evaluation practice of Awash Wine S.C?
- Assess the extent to which Strategic HR planning of Awash Wine S.C and its business strategic plan is integrated.
- Identify the critical challenges that are affecting the formulation of strategic human resource planning?

1.5. Significance of the Study

1.5.1. Awash Wine Management and Staff

The findings of the study are significant to Awash Wine Share Company. The results will enable the management to establish or amend the existing Human resource planning practices and maintain strong human resource planning in alignment with the corporate business strategies of the company.

1.5.2. Researchers

Currently the beverage industry is operating under a dynamic environment and modern technological changes. The study will be important to other researchers in the future who might be interested on studying Strategic Human Resource Planning under these conditions.

1.5.3. For other organizations

The overall findings of this research may be relevant to contribute to other similar organizations in the industry as a tool to customize the suggest recommendations into organizational context to improve their HRP related strategic gaps.

Finally, it will also serve as an ingredient for future studies in the area for reference.

1.6. Scope of the Study

1.6.1. Methodological scope

The study was used both quantitative and qualitative research approach. That is to mean that an approach focusing on the quality of data analysis (qualitative) and that method focusing on quantity of data (quantitative) approaches is employed. Accordingly, questionnaire for selected target groups were distributed and analyzed. To make the outcome more valid, the researcher also conducted unstructured type of interview to top level managers. In addition to these, the writer was consulting the appropriate secondary sources.

1.6.2. Conceptual Scope

The conceptual scope or boundary of this research is focused on the assessment of Strategic Human resource practice (the formulation, implementation, and evaluation of Strategic Human resource planning). It also focused on the alignment between business strategy of Awash Wine S.C and strategic human resource planning practice of the company. In addition, the challenges of strategic

planning of human resource is assessed. Generally, the study focuses on strategical level not tactical or operational human resource management.

1.6.3. Geographical Scope

Geographically, the study focused on three branches of Awash wine since one of the branches found out of Addis Ababa. The logic behind to this is its difficult to cover all Branches and offices throughout the company and the study was assumed that the sample respondents represent the whole population.

Finally, the time framework of the study was mainly relay on the university schedule.

1.7. Definition of Terms

Strategic human resources planning is the process of anticipating long-term HR supplies and demands relative to changing conditions inside and outside an organization, and then crafting HR programs and other initiatives designed to meet the organization's needs for knowledge capital. William J. Rothwell and H. C. Kazanas (2003)

A linkage between the organizational and the HR function thus refers to the process of tying them together or aligning them. William J. Rothwell and H. C. Kazanas (2003)

1.8. Organization of the Paper

The whole study is organized in five chapters. The first chapter is focused on research background, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study, definition of terms and finally organization of the study.

The second chapter deals with review of related literature. In this chapter there are concepts of Human Resource Management, Strategic Human Resource Management, Human Resource planning, strategic Human resource planning, Alignment of HR plan with business strategy.

Chapter three is about research methodology. In this chapter there are different subtopics which describes the methodology of the overall thesis paper.

The fourth chapter is focused on data analysis and interpretation of data. The final chapter provide the summary of findings, conclusion, and recommendation for the study.

CHAPTER TWO

REVIEW OF LITERATURE

2.1. Theoretical Literature

2.1.1. Concept of Strategic Human Resource Planning

Global competition, technological and product innovation and volatile market conditions have created greater competitive pressures in almost every industry. To respond to these competitive pressures, organizations have adapted strategies, created new products and worked to create and sustain competitive advantage (CA). One source of CA rests with how an organization manages its human resources. To manage human resources as a means of creating and sustaining CA, human resource planners must redefine their roles. (David M. Schweiger; Klaus Papenhuber (eds.) Wiesbaden)

There is no single definition of human resources planning (HRP) with which everyone agrees. Many definitions and models of HRP exist. Many HRP practitioners prefer to focus on the technical side that is, the mathematical and behavioral methods of forecasting HR needs. Others prefer the managerial side that is, the way decisionmakers tackle human resource issues affecting an organization. Still others distinguish between strategic HRP, undertaken to formulate and/or implement an organization's long-range plans, and operational HRP, undertaken to guide daily HR decisions. To complicate matters even more, some HR practitioners distinguish between HRP for an organization, which focuses on planning solely to meet organizational demands, and HRP for individuals, which focuses on the implications of such plans for individual career planning.

Despite these differences, most HR practitioners would probably agree that Human Resources Planning focuses on analyzing an organization's HR needs as the organization's conditions change, and then supplying strategies to help respond proactively to those changes over time. HRP helps ensure that the right numbers of the right kinds of people are available at the right times and in the right places to translate organizational plans into reality. This process becomes strategic when some attempt is made to anticipate long-term HR "supplies and demands" relative to changing conditions facing the organization, and then to use HR department programs to meet these identified HR needs. There is good reason to pay attention to this issue: organizations that manage HR strategically tend to outperform competitors who do not do so (Lam and White, 1998).

William J. Rothwell and H. C. Kazanas agreed to define strategic planning for human resources as the process of anticipating long-term HR supplies and demands relative to changing conditions inside and outside an organization, and then crafting HR programs and other initiatives designed to meet the organization's needs for knowledge capital.

2.1.2. Evolution of Human Resource Planning

In the early days of industrialization, managers rarely had to think ahead about the numbers and kinds of people required to get the work out: Conditions outside organizations were relatively stable. Most work demanded little by way of specialized training and expertise. And managers could find all the people they needed on short notice, provided they were willing to pay competitive wages. However, there must have been some HR planning going on, even in earliest times. It is hard to imagine that the builders of the Great Pyramids or of Stonehenge completely disregarded planning those superhuman exertions that were required to erect these monuments of antiquity over many generations. Yet records from that time do not exist to reveal how managers planned for their human resources. (William J. Rothwell and H. C. Kazanas, 2003).

The origin of manpower planning, the predecessor of modern HR planning, predates the beginnings of twentieth-century management theory. Among the first to raise the manpower-planning issue was the Frenchman Henri Fayol (1841–1925). His famous fourteen points of management are still considered valid today. One point had to do with what Fayol called stability of tenure of personnel. For Fayol, administrators bear responsibility to plan for human resources, ensuring that “human and material organization is consistent with the objectives, resources, and requirements of the business concern” (Fayol, 1930, p.53). This point resembles some modern definitions of HRP. (William J. Rothwell and H. C. Kazanas, 2003).

A deep recession in the late 1950s sparked the need for a new way of thinking about management. People were increasingly viewed as assets human resources that could be either developed or wasted. (William J. Rothwell and H. C. Kazanas, 2003).

This way of thinking became even more pronounced during the 1960s and 1970s, when the focus was on finding ways to design organizations and jobs to permit individuals greater latitudes of self-expression. Human creativity and job satisfaction are still two of the most important concerns of management.

The 1960s also spawned the term manpower planning. Initial manpower planning efforts were typically tied to annual budgeting, as is still the case in some organizations. The implication was that people are expense items, since wages, salaries, and employee benefits constitute a major cost of doing business. Early planners were more often found in planning and budgeting departments than in personnel or HR departments, but they did manage to devote some attention to forecasting manpower demands. However, it was a need to budget, not a desire to stimulate creativity or increase productivity, that spurred them. (William J. Rothwell and H. C. Kazanas, 2003).

As the Human Resources school of management thought grew in importance throughout the 1970s, manpower planning activities gradually shifted to personnel departments. At the same time, the term human resources planning supplanted manpower planning. Likewise, personnel departments were renamed human resource departments, reflecting a new and more pronounced emphasis on the human side of the enterprise.

Human resource practitioners and other contemporary observers of the management scene have expressed a growing awareness ever since the 1990s that people represent a key asset in competitiveness. While Western nations have long placed enormous faith in the power of technology to enhance productivity, the fact is that the greatest competitive gains stem from the exercise of human creativity to identify new products and services, find new markets and applications for existing products and services, and make use of the possible gains to be realized from technology. Without the creative application of human knowledge and skill, organizations would not be formed and would not thrive for long. Human beings thus represent intellectual capital to be managed, just like other forms of capital (Brown,1998).

2.1.3. Why Is Strategic Planning for Human Resources Needed?

The same environmental uncertainties that originally led to the evolution of comprehensive strategic business planning have also made strategic planning for human resources an increasing necessity. Changes in economic, technological, geographic, demographic, governmental and social conditions necessitate a way to anticipate long-range HR and talent needs, instead of merely reacting to short-term needs to replace workers. (William J. Rothwell and H. C. Kazanas, 2003)

2.1.3.1. Economic Conditions

Cyclical economic downturns have touched off waves of layoffs and firings as businesses cut back on employment levels to save money on salaries when production demands declined. On the other

hand, cyclical economic upturns produce massive callbacks and hiring's as businesses gear up for higher production levels. The problem with relying on those historic patterns is that few workers want to remain unemployed for long. Laid-off workers look for new jobs, and some become discouraged and give up or else start their own businesses, sparked by a distinct disdain for large, impersonal companies. As business conditions improve, companies must recruit and orient new workers who are not as qualified or skilled as those who were given early retirement, an early out, a buyout, or a layoff. The additional costs of recruitment and orientation are usually ignored or overlooked, though, because they rarely show up directly (though lower productivity of inexperienced workers often does). Cutting back on people in economic downturns and hiring frenzies when the economy kicks up does bring short-term cost savings to organizations. When most people work in blue-collar, unskilled, or semi-skilled jobs, the costs associated with recruiting, selecting, and orienting people are simply not that great; employers can sometimes get away with viewing people as expendable machine parts that can be easily replaced. Today, such short-sightedness no longer works. There are several reasons why:

- Fewer people are willing to work as unskilled labor.
- Human factors like creativity are becoming more important, as organizations struggle to outproduce cheaper foreign labor.
- Economy of countries has become more service- and knowledge-oriented, and thus more labor-intensive.
- Economy of countries is changing dramatically

2.1.3.2. Technological Conditions

Technology creates new problems even as it solves old ones. It will necessitate additional (and nearly continuous) training, new management working styles, and special skills among technology users (Rothwell,1999). To gain a competitive advantage through technological leadership requires efficient use of people and people management systems. Hiring individuals who have technological abilities, rewarding development of technology through bonuses and promotions, and offering training in implementation of technologies become the how's. The key ingredient is the ability to hire and manage people who would understand and implement the technology. Likewise, other strategies to develop competitive advantage, e.g., quality, productivity,

differentiation, mergers, and globalization, require management of people to implement the strategy to gain a competitive advantage. Managing.

2.1.3.3. Government/Legal Conditions

Government exerts a pervasive influence on employment. Governmental influence in employment is pervasive, but three areas are of prime importance to HR planners: (1) equal employment and affirmative action, (2) labor laws and regulations, and (3) employment-at-will. For organizations to comply with the law, they will have to start doing human resources planning HR plans help coordinate the entire HR function of an organization. They also ensure that such activities as hiring, training, and performance appraisal are carried out in compliance with laws and other governmental requirements, as well as with business requirements.

2.1.3.4. Demographic Conditions

Demographic shifts are altering job markets in developed countries. A steady increase in the average age of employees and a decline in the number of young, qualified workers have intensified the war for talent, resulting in highly competitive and dynamic job markets. Changing conditions in the U.S. population generally and in the labor, force specifically will pose special problems for managers and HR planners in the future. Four trends are perhaps especially important. These are (1) more older workers, (2) more immigrants, (3) more women at work, and (4) more contingent, temporary, and part-time workers.

2.1.3.5. Geographic Conditions

A key concern for human resource professionals operating in this global economic environment will be the shortage of global managers. During the next decade, the need for global managers will grow more acute, and according to several recent studies, multinational companies may not have enough managers with international experience to meet their needs in the coming years. To cope with this trend, organizations will need to devote more attention to localization, the process of raising the skills of local managers to international standards through intensive (and sometimes accelerated) leadership development efforts.

2.1.3.6. Social Factors

Several social factors may influence our HR planning, but we need to consider equalities and diversity. Where there is a clear discrepancy of one social group, it is a good idea to build in ways of opening new opportunities. Two social trends are likely to pose special challenges for HR planners over the next twenty years. They include (1) significant underemployment of the college-educated, and (2) the decline of the traditional family. The first trend poses a special problem.

2.1.4. Linkage Between Strategy and HR Planning

A human Resources Management System is an integrated and interrelated approach to managing human resources that fully recognizes the interdependence among the various tasks and functions that are being performed in a firm (Denisi and Griffin, 2001).

A link means “anything serving part of a thing with another; a bond or tie.” Similarly, linkage means “the act of linking; the state or manner of being linked.” A linkage between the organizational and the HR function thus refers to the process of tying them together or aligning them. This link helps ensure that the right numbers and right types of people are available with the right talents at the right times and in the right places to help achieve organizational goals. It also helps to address a pressing skill shortage that is hampering growth in many organizations (Greengard,1998).

Human resource planning ultimately translates the organization’s overall goals the number and types of workers needed to meet those goals. Without clear cut planning, and a direct linkage to the organization’s strategic direction, estimation of an organization’s human resource needs is reduced to mere guesswork. This means that human resource planning cannot exist in isolation. It must be linked to the organization’s overall strategy.

According to Werner & DeSimone Strategic HRP links HR management directly to the objectives of the organization as it sets organizational priorities and guides HR management decisions to support plans and strategies. HRP connects the whole organization because HR management will develop strategies and target action plans to meet organizational objectives based on strategic HR plans. For that reason, the responsibility for HRM is shared by human resource specialist and line management (Werner & DeSimone, 2006).

HRP and the organizational objectives are interdependent as the resources are developed to match the requirement of each other. The development of resources influences the strategic plans to meet the overall operational goals and organizational objectives. Hence, strategic HRP cannot be a solo discipline (CIPD, 2014).

According to Walker (1992), strategic HR management concerns with aligning the management of human resources with the strategic content of the business (Armstrong, 2006). Integrating HRP into the aspects of business planning is a strategy to improve the overall business performance through support activities in attracting and retaining employees, training and development and identify the need for organization restructuring or changes in approaches to support business plans.

To attract the right people with the right skill at the right place and right time, it is important to analyze the labor market. Analyzing the labor market enables organizations to identify the availability of skills, knowledge, and expertise so that HR management can identify the extent of the labor demand for can be matched with the available supply (Wilton, 2013). Organizations should investigate both labor markets, internal and external, as it shapes the approach which organizations would adopt.

2.1.5. Stages of Strategic Planning

2.1.5.1. Strategy Formulation

Strategy formulation includes developing a vision and mission, identifying an organization's external opportunities and threats, determining internal strengths and weaknesses, establishing long-term objectives, generating alternative strategies, and choosing strategies to pursue. Strategy formulation issues include deciding what new businesses to enter, what businesses to abandon, how to allocate resources, whether to expand operations or diversify, whether to enter international markets, whether to merge or form a joint venture, and how to avoid a hostile takeover. (Bantie Workie and Abeba Beyene, 2015).

2.1.5.2. Strategy Implementation

Strategy implementation requires a firm to establish annual objectives, devise policies, motivate employees, and allocate resources so that formulated strategies can be executed. Strategy implementation includes developing a strategy-supportive culture, creating an effective organizational structure, redirecting marketing efforts, preparing budgets, developing, and utilizing information systems, and linking employee compensation to organizational performance.

Strategy implementation often is called the “action stage” of strategic management. Implementing strategy means mobilizing employees and managers to put formulated strategies into action. Often considered to be the most difficult stage in strategic management, strategy implementation requires personal discipline, commitment, and sacrifice. Successful strategy implementation hinges upon managers’ ability to motivate employees, which is more an art than a science. Strategies formulated but not implemented serve no useful purpose. Strategy implementation often is called the “action stage” of strategic management. Implementing strategy means mobilizing employees and managers to put formulated strategies into action. Often considered to be the most difficult stage in strategic management, strategy implementation requires personal discipline, commitment, and sacrifice. Successful strategy implementation hinges upon managers’ ability to motivate employees, which is more an art than a science. Strategies formulated but not implemented serve no useful purpose.

Strategic human resource planning is essentially concerned with the demand and supply of personnel and the aim to detect and resolve existing gaps. To be able to implement strategic human resource planning, authors have examined the process and developed models as guidelines (Bramham, 1989; Armstrong, 2001; Gómez-Mejía, Balkin, & Cardy, 2004; Noe Hollenbeck, Gerhart, & Wright, 2007). Table 2 shows a summary of the models including characteristics. For example, the model of Bramham responds to the several phases. The first phase involves an analysis of the internal and external labor market. An organization which develops a strategy to be better at gaining benefit from market developments than competitors has become an appealing organization to shareholders, clients, and employees (Evers & Verhoeven, 1999).

2.1.5.3. Strategy Evaluation

Strategy evaluation is the final stage in strategic management. Managers desperately need to know when strategies are not working well; strategy evaluation is the primary means for obtaining this information. All strategies are subject to future modification because external and internal factors are constantly changing. Three fundamental strategy-evaluation activities are

- Reviewing external and internal factors that are the bases for current strategies,
- Measuring performance, and
- Taking corrective actions. Strategy evaluation is needed because success today is no guarantee of success tomorrow! Success always creates new and different problems; complacent organizations experience demise. Strategy formulation, implementation, and

evaluation activities occur at three hierarchical levels in a large organization: corporate, divisional, or strategic business unit, and functional.

Some HR managers resist measuring their work. They argue that HR activities cannot be measured, since outcomes such as employee attitudes or managerial productivity are impossible to calibrate meaningfully or precisely. They assert that they control the labor market. But the finance department cannot control the inflation rate, and the marketing department has little control over product quality, and yet each of these departments measures its activities and is accountable for results. Measuring is expensive, but not as expensive as continuing an ineffective program. (Bantie Workie and Abeba Beyne, 2015)

2.1.6. Strategic Planning and Human Resource Planning

2.1.6.1. Strategic Planning

Strategic Planning and Human Resources Planning the process of determining organizational goals and how to achieve them and strategies consequently are all the facilities required for successful organizational tasks. Hence, strategic planning involves determining the organization's long-term goals and making decisions based on methods for achieving these goals that have already been predicted. In other words, strategic planning is the organized and systematic process for making fundamental decisions and establishing plans which set the orientation of organizational activities within the legal framework.

The scheduling for the strategic planning process depends on the nature, organizational needs, and immediate external environment and it might be carried out once or even twice a year in a series of gradual steps by considering mission, vision, values, environmental scan, goals, strategies, responsibilities, time lines, budgets, etc. In other words, if an organization operates in a stable market for many years, then planning might be carried out once a year and only in certain parts.

2.1.6.2. Human Resource Planning

Human resource planning is a process for assessing the demand and evaluating the size and the nature of supplies which will be required to meet the demand and therefore in the first stage of every staff and human resource management programs human resource planning is used. Human resource planning is directly linked with strategic planning and institutional policies. It is the main tool which aims to connect the organizational goals to the programs and goals of human resource.

According to Decenzo and Robbins (2005) human resource planning is the process by which an organization determines the right number of employees, type of required expertise and skills to achieve its overall goals. The aim of human resource planning is analyzing and evaluating the balance of supply and demand by using a structured framework which provides a clear image about the future. In human resource planning, we need to know the members and required skills for doing everyday tasks and changes that may alter work capacity in the future and the volume of committed activities. This needs a very good understanding of the strategies and more detailed business plans. Next, there is a need to consider manpower supply situation of a company in terms of analyzing the current manpower inventory and how their needs should be changed. This issue indicates that organizations need a reasonably detailed understanding of their members, characteristics, and relationships with organization.

Strategic human resource planning as the process is used to establish, develop, and achieve human resource's objectives, strategies and policies through development and maintenance of human resources. Human resource planning is linked to the environmental concepts and organizational functions and consists of various external factors such as economic pressures, technological changes and advancements, rules and regulations, political situations, and education and labor market and internal factors such as organizational objectives, culture, structure, leadership behavior, human resources policies, and stakeholders. In short, organizations are easily compatible with the human resource planning in three ways including basic planning, process planning, and organizational planning.

The basic planning indicates that effective human resource has a scientific effect, while process planning refers that the planning process is beneficial for the organization. Moreover, organizational planning is a type of planning that includes organizational issues and resources and has specific objectives for organizations. One of these objectives is making decisions about human resources to find more flexible and innovative sources, patterns of working hours, and different contract forms. Some of organizations are interested in increasing their employees' abilities through periodically transferring employees from one task to other (job rotation) and others show tendency towards breeding grounds for scarce skills of their employees for a long period of time. Human resource planning allows all organizations to identify fundamental challenges all organizations may face during decision- making. Furthermore, this thought foundation cannot achieve without conscious thinking.

2.2. Review of Empirical Literature

Despite a considerable body of literature that will be conducted from academic modules to assess Strategic human resource Planning practices in Awash Wine Share Company, there are very little empirical literature and research papers regarding this concept due to it is new to the whole world and our country as well. Although most of the research around the world are undertaken on the concept of SHRM in general. The rationale for the study is therefore to address this gap.

Research show that organizational approaches to HRP fall along a continuum from focused to comprehensive (Dyer, 1985a). We are persuaded that an all-out effort toward SHRP requires the adoption of a relatively comprehensive approach to HRP involving three types of planning processes: plan based, project based, and population based. Plan based HRP, as the name suggests, occurs as an integral (or closely related) part of formal business planning and, thus, recurs on a regular schedule in keeping with a predetermined planning cycle. As suggested earlier, TR annually engages in a formal planning process which has both a business (three-year, strategy-oriented) and a profit (one year, action-oriented) component.

Human resources enter in two ways. First, early in the process representatives of both sides of the organizational matrix -- specifically, Associate Managing Partners and National Functional Directors -- work with the Human Resource function to identify human resource issues thought to be critical to the firm. These are derived from analyses of the strategic business directions established by the firm and functions, the strategic plan prepared by the National Director of Human Resources and nagging human resource problems. The initial list of issues is distilled and refined through discussion and eventually communicated to the offices in the form of challenges to be addressed in their planning processes. Last year's challenges emphasized such issues as management and leadership development recruitment, and retention.

The second way human resources enter the planning process is through the required documentation each office submits to the firm. Each plan must address four topic areas in a general narrative and in more detailed quantitative and qualitative analyses. Human resources are one of the four topic areas. The quantitative piece consists of head count and flow projections with emphasis on staffing levels and turnover. The qualitative piece details the specific action plans the office proposes to pursue to address the challenges it received and to support its business plans.

This approach to planning has been in place at TR for many years. A recent review, however, revealed frequent inconsistencies among the strategic business directions established by the firm and the offices, the strategies promulgated by the firm's Human Resource function, the business plans of the offices, and the quantitative and qualitative pieces of the offices' human resource plans. Consequently, one of our goals is to tighten these linkages.

Research suggests that there are four major ways to do this (working from the human resource side): insertion, integration, inspection, and interpretation (Dyer, 1984, 1985a). They are working on three of the four.

- **Insertion** involves the introduction of relevant human resource considerations early in the planning process. At TR this is accomplished through challenges, and so they have attempted to strengthen this process in three ways. First, by involving more "line" managers in the identification stage. Second, by having the challenges emanate from the National Functional Directors rather than the Human Resource function. Third, by substantially reducing the number of challenges.
- **Integration** refers to the inclusion of human resource issues directly in the business planning process through documentation and other means. Two improvements were made in this area. First, the documentation was simplified; two complex forms were replaced by one simple one. The link between business plans and human resource issues by requiring the office planners first to list (in the left-hand column) the four or five most important business strategies and then to indicate (in the remaining columns) their human resource implications and relevant action plans. The second improvement was to provide training for the human resource professionals in the offices to sharpen both their planning and consulting skills and to encourage them to take a more active role in the business and profit planning processes.
- **Inspection** occurs when offices' business and profit plans are reviewed at the firm level before coming final. Ideally this review should focus on human resource as well as other matters. This is not yet the case at TR, and it is an area that is being left for future action.
- **Interpretation** refers to the process of analyzing approved plans for their human resource implications and developing action plans. We have injected this year for the first time a firm-level analysis by the Human Resource function that helps in two ways. First, it identifies offices that have failed to plan adequately so that assistance can be offered where

the potential problems are severe enough. Second, it helps to identify systemic issues that may require firm-wide action to address.

A review of this year's business plans shows some, but somewhat less than dramatic, improvement on the human resource side. They conclude that their efforts to improve the upfront process through which human resource challenges are identified and to re-do the documentation have had some positive effect. Still, much remains to be done in these areas. They also need to introduce an inspection process with some teeth and to make more systematic use of the information gleaned from the interpretation step.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Approach

According to John W. Creswell (2014), there are three types of research approach (Quantitative, Qualitative and Mixed). Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. Quantitative research is an approach for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures.

Mixed methods research is an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs that may involve philosophical assumptions and theoretical frameworks. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone.

This study used both qualitative and quantitative (mixed) research approach in collecting and analyzing data. The reason for this is qualitative approach used to analyze the interview results and supplement and strengthen the quantitative aspects. More over according to Creswell, (2011) the purpose of using such a mixed methods approach is to gather data that will not be obtained by adopting a single method and for triangulation so that the findings with a single approach could be substantiated with others wherever possible.

3.2. Research Design

DeVos and Fouche (1998) defines a research design as the blue print or detailed plan of how a research study is to be conducted, this is of crucial importance because it determines the success or failure of the research, it guides with the logical arrangements for the collection and analysis of data so that conclusions may be drawn. In this study, the researcher will employ descriptive research design approach; Kothari (2007) defines descriptive research studies as those which are concerned with describing the characteristics of a individual or of a group.

Descriptive research aims to describe a population, situation, or phenomenon accurately and systematically. It can answer *what*, *when*, *where*, *when* and *how* questions, but not *why* questions. To determine cause and effect, experimental research is required. The nature of this study is descriptive design which involves precise procedure and data source specification to assess the overall strategic human resource planning practices of Awash Wine Share Company.

3.3. Types and Sources of Data

To meet the objectives of the study, both primary as well as secondary sources of data is used. Primary data refers information that was collected by the researcher himself and is collected for the first time. These include the actual information received from individuals directly concerning the problem of the study. Moreover, secondary sources data were used from different and related materials that are presented in an analyzed form from various authorities.

3.4. Data Collection Methods

The researcher of this paper applied different methods to collect data from the selected organization.

Regarding primary data collection, the study used self-administered questionnaire and semi structured interviews. Questionnaire was developed by the researcher in both open-ended (to get new information from respondents) and closed-ended (to get uniform answers from respondents). Semi-structured Interview was served as the main sources of primary data to collect information. The interviews were conducted thorough face-to face and record by informing the confidentiality. Thus, based on their consent it will recorded by mobile apparatus and will play back at the time of interview result analysis. The researcher also reviewed documents, internet, and the company website to get additional source of data and for understanding about the subject matter and the company's profile.

3.5. Target Population

Burns and Grove (1993) define population as all the elements (individuals, objects, and events) that meet the sample criteria for inclusion in a study. Since there are a very limited number of people who are responsible of formulating, implementing, and evaluating, the researcher planned to consider the census method. In Awash, there are 64 directors, managers and supervisors who

are participating in the process of formulating, implementing, and evaluating SHRP. The population or target groups were Directors, Head of Departments, Line Managers and HR-mangers who work under three branches of the company. All HR managers under the three branches were Interviewed due to their importance and small.

3.6. Sample Size

Sample size represents the number of items selected from the population (Kothari, 2007). According to Mason and Marchal (2002) a good sample size depends on three key factors namely, the level of confidence desired, the margin of error and the variability of the population. Denscombe (2003) confirmed the same by stating that the adequacy of a sample depends on several factors connected with the research as weighed by the researcher in the process of reaching decision on sample size. One approach is to use the entire population as the sample. Although cost considerations make this impossible for large populations, a census is attractive for small populations (e.g., 200 or less). A census eliminates sampling error and provides data on all the individuals in the population Glenn D. Israel (1992). Thus, the writer of this study paper finds important and appropriate to consider the whole population to extract data from.

Table 3.1: The Total Population and Sample of the Study

Location	Line Managers		HR Managers	
	Population	Sample	Population	Sample
Lideta /Head Office)	25	25	4	4
Jemo	21	21	1	1
Mekanissa	13	13	1	1
Total	59	59	6	6

3.7. Data Analysis and Presentation

The kind of data analysis for this study is descriptive statistics such as frequency distribution, percentage, mean etc. which will be using numbers, tables, charts, and graphs in order to present the raw data in an organized and summarized form.

The interview result is analyzed qualitatively to answer two research questions i.e. Strategic Human resource planning integration with business strategy and Current Strategic Human resource

planning practices research questions. Accordingly, by playing back the recording of interview, the researcher analyzed data carefully in comparison with previous findings and various theories.

3.8. Data Collection Instruments

Regarding primary data collection, the study used self-administered questionnaire and semi-structured interviews.

3.8.1. Questionnaire

The sources of data collection that the researcher used were both primary and secondary data sources. The primary sources of data were collected through structured questionnaires.

The questionnaire was divided into four main parts, Part I, II, III and IV. Part I of the questionnaire consisted of five questions seeking general information about the respondent, these included the age, the gender, the level of education, the number of years they have worked at Awash Wine S.C and finally their current position in Awash Wine S.C. Part II of the questionnaire sought to assess the practice of Strategic Human Resource Planning at Awash Wine S.C. Part III sought to identify the extent to which Strategic Human Resource Planning of the company aligned with corporate strategy. Part IV which is consisted of six questions seeking to identify the challenges of Strategic Human Resource Planning. Part II, III and IV consisted of questions on a 5-point Likert scale asking the respondents to give their opinions by ticking option 1 for “Strongly Disagree” to 5 for “Strongly Agree”. Finally, all questionnaires were distributed to 65 respondents by the researcher himself after preliminary discussions on the purpose of the study.

3.8.2. Interview

Semi-structured Interviews are also used as the main sources of primary data to collect information regarding Strategic Human resource planning integration with business strategy and Current Strategic Human resource planning practices. According to Cooper and Shidler, 2003 most of the time interview can describe the respondent’s own behavior on some relevant areas by demonstrating the degree of consistency between actual practices and policy of the organization. Hence to gather information on Strategic Human resource planning integration with business strategy and Current Strategic Human resource planning practices, it is better to conduct interview to get the actual practice rather than being restricted on reviewing the strategic plan of the company. Accordingly, three HR managers from the three branches were selected and given nine

interview guideline questions ahead to make the interview scheduled and be ready on the subject matter.

3.8.3. Document Review

The researcher also reviewed documents, internet, and the company website to get additional source of data and for understanding about the subject matter and the company profile. On top of that, HR strategy of the company, Annual Reports, Business magazines, Academic Journals and Books will be reviewed.

3.9. Validity and Reliability

To address issues of possible common method variance, the Cronbach Alpha reliability test was conducted for all the measures. According to Creswell (2011), Cronbach's alpha is a coefficient of reliability used to measure the internal consistency of a scale and expressed in terms of a number between 0 and 1. Reliabilities were checked and they fall between 0.85 and 0.92, which is satisfactory for study that is exploratory in nature. The overall Cronbach alpha of the five scales used in this study is 0.76. This indicates the reliability of the scales is reasonably high thus, depicting high internal consistency among the measurement items.

Table 3.2: Scale Reliability

Level of HRD	No of Respondent	Question	Cronbach Alpha test
HR Strategic Plan Formulation	52	8	.873
HR Strategic Plan Implementation	52	6	.760
HR Strategic plan evaluation	52	4	.804
HR Strategic Plan Linkage with Corporate strategy	52	4	.767
Challenges of Strategic HR Planning	52	6	.618
		28	.7644

Source: Own survey result, 2020

3.10. Ethical Consideration

The researcher wrote an introductory letter for the questionnaire. The letter described what the research was all about, how the respondent answers were to be used and the letter also assured the respondents that confidentiality would be observed strictly. The main purpose of writing the letter was to make the respondent understand the reason for the study; that made them more willing for participate. While conducting interview, the researcher informed respondents that the data they gave is reliable and valid for the research; and will be kept confidential and be used only for this research purpose. The name of each informant was not requested and publicized in any case and nowhere on this research paper.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1. Response rate of Respondents

As it is presented in the methodology part of the study, semi structured interview and self-administered questionnaires have been prepared to collect relevant primary data from sample respondents. Accordingly, 65 questionnaires were distributed to respondents who worked under the three branches of the company. Out of 65 questionnaire respondents a total of 52 questionnaires were filled and returned by sample respondents. Whereas 8 respondents did not return the questionnaire due to the fear of COVID 19 pandemic infection at the time of giving and receiving questionnaires. The rest five questionnaires were not filled properly. Thus, as it is indicated in Table 4.1 below, the response rate of the sample respondents was above the acceptable rate, 80%. This is adequate response rate for data analysis. According to Cooper & Schindler (2003) a response rate of more than 50% of the total samples will provide adequate generalization about the characteristics of the study problem.

Table 4.1: Questionnaire Response Rate

Description	No. of respondents by location			Total
	Lideta	Jemo	Mekanissa	
Distributed	29	22	14	65
Returned	24	16	12	52
Response Rate	82.76%	72.73%	85.71%	80%

Source: Own survey result, 2020

4.2. Demographic Characteristics of Respondents

The demographic characteristics of respondents were described based on sex, age, their respective work experience, and education background. The findings showed that 23 (44%) of the respondents were female and 29 (56%) were male.

Out of 65 managerial levels Employees 26 of them are female in Awash Wine Share Company. This implied that the proportion of managers in Awash Wine S.C are composed of both male and

female and we can say that good attention has given in empowering female employees to management position.

Table 4.2: Demographic Characteristics of Respondents

Respondent	Categories	Frequency	Percent
Sex	Female	23	44%
	Male	29	56%
	Total	52	100%
Age	20-30	22	42%
	31-40	21	40%
	41-50	4	8%
	Above 50	5	10%
	Total	52	100%
Education	Diploma	2	4%
	Degree	29	56%
	MA	20	38%
	PHD	1	2%
	Total	52	100%
Work Experience	1-5	13	25%
	6-10	16	31%
	11-15	16	31%
	Above 15	7	13%
	Total	52	100%

Source: Own survey result, 2020

As indicated in Table 4.2 above, 42% of the respondents were aged between 20-30 years old. 40% of the respondents were the middle-aged group of between 31-40. 8% were between 41-50 years. Lastly 10% were above 50 years old

Regarding educational status, majority of the respondents 29 (56%) are first degree holders, and 20 (38%) of the respondents are MA/MSc holders, Diploma holders 2(4%) and the remaining 1

(2%) has PHD. In general, the figure implied that the existence of Managers who has better educational background.

The data analysis results showed that 31% of the respondents had been in employment between 5-10 years. 31% of the respondents work experience fall in 11-15 years. 13 (25%) of respondents work experience were from 1-5. Finally, the lowest proportion of respondents work experience was found under 21-30 category which was 7 (13%).

4.3. Descriptive Statistics

The primary data collected by survey questionnaire were analyzed quantitatively by using frequency, mean and standard deviation.

4.3.1. Formulation of Strategic Human Resources Plan

The respondents were asked if they believed that Awash Wine S.C possesses sound strategic human resource policy. The findings captured in Table 4.3 showed that 26 (50%) of the respondents either strongly agree or agree that the company possesses sound HR strategic planning policy. On the other hand, 15 (28.85%) disagreed and 21% were not sure. This implies that the strategic HR planning policy is not properly communicated.

Concerning the existence of effective HR strategic planning mechanism, 34.62% of respondents either strongly agree or agree and 32.69% respondents are not sure that the company had HR strategic planning mechanism and the same percent of respondents (32.69%) disagreed on its existence. According to the HRD Department of the company, the strategic mechanism is only communicated to department directors.

Most of the respondents (65.38.4%) either strongly agree or agree that the company has engaged in and undertaken strategic HR planning process, 17.31 % of not sure and the rest 17.31% of them disagree on the idea that the company had engaged in HR strategic planning.

Table 4.3: Summary of Responses Regarding Strategic HR Plan Formulation

Questions	Strongly Agree		Agree		Not Sure		Disagree		Strongly disagree	
	F	%	F	%	F	%	F	%	F	%
Awash possesses sound strategic human resource planning policy	3	5.77%	23	44.23%	11	21.15%	15	28.85%	-	-
The company has set up effective mechanism to prepare the strategic human resource plan.	2	3.85%	16	30.77%	17	32.69%	17	32.69%	-	-
The company has engaged in and undertaken strategic HR planning process.	4	7.69%	30	57.69%	9	17.31%	9	17.31%	-	-
The strategic HR planning process is participatory, and employees are involved adequately in the process of strategy planning	1	1.92%	12	23.08%	11	21.15%	26	50.00%	2	3.85%
The strategic HR plan exhaustively analyzed SWOT analysis (Strength, Weakness, Opportunity, and Threat) of the organization.	1	1.92%	11	21.15%	19	36.54%	20	38.46%	1	1.92%
HR strategic plan adequately incorporates issues regarding strategic budgeting.	1	1.92%	26	50.00%	13	25.00%	12	23.08%	-	-
The strategic HR Planning adequately incorporate all HR strategic issues.	2	3.85%	27	51.92%	11	21.15%	11	21.15%	1	1.92%
The strategic HR plan is well aligned with organizational structure of the company.	-	-	24	46.15%	15	28.85%	13	25.00%	-	-

Source: Own survey result, 2020

For the question raised to check whether the strategic HR planning was participatory or not, 53.85% of respondents either strongly disagree or disagree that they did not participated on the planning process 25% of the respondents either strongly agree or agree and 21.15% of the

respondents are not sure that the company HR Strategic Planning is participatory or not. 21(40.8 %), of respondents either strongly disagree or disagree that the strategic HR plan process of the company exhaustively analyzed SWOT analysis. Only 12(23.07%) of the respondents are agreed and the rest 36.54% were not sure.

Questions regarding to HR strategic plan adequately incorporates issues regarding strategic budgeting 27(51.92%) of the respondents either disagree or agree and 13 (25%) of the respondents were not sure about the question. The rest 12(23.08%) disagreed that HR strategic plan adequately incorporate issues regarding budgeting. Regarding question on whether the strategic HR planning adequately incorporate all HR strategic issues or not, 29(55.77%) of the respondents either strongly agreed or agreed and 12 (23.07%) of respondents were either disagreed or strongly disagreed.

Finally, question was raised to check HR plan alignment with organizational structure. Based on the data analysis, 24(46.15%) of the respondents were agreed and 13(25%) were disagreed and the rest 15 (28.85%) of respondents were not sure. Generally, from the above result we can say that formulation of Human resource strategic plan practiced as expected.

4.3.2. Strategic HR plan Implementation

Implementing strategy means mobilizing employees and managers to put formulated strategies into action. On this part of the data presentation the researcher tried to assess the practice of human resource strategic plan implementation. For the assessment purpose, six closed ended questions were raised. Accordingly, Table 4.4 below showed that 38 (73.08%) of the respondents either strongly agree or agree on the company's commitment to provide all financial support necessary for the implementation of the HR strategic plan. 6 (11.54 %) of them either strongly disagree or disagree and the rest 8 (15.38%) were not sure about the company commitment.

On the other hand, even if most of the respondents believed that the company is committed to provide all financial support to implement strategic plan, they disagree on sense of ownership among senior management towards the strategic HR plan and committed to implement the HR strategic initiatives. As indicated in Table 4.4, 33 (63.46%) of the respondents either strongly disagree or disagree, 15 (28.84%) of them either strongly agree or agreed and the rest 4 (7.69%) were not sure about the sense ownership among senior management.

Regarding the company's use of strategic HR plan to make HR related decision, majority of the respondents 46.15% were either strongly disagreed or disagreed and 30.77% of the were strongly agreed or agreed and the rest 23.05% are not decided to Answer the question.

Table 4.4: Summary of Responses Regarding Strategic HR Plan Implementation

Questions	Strongly Agree		Agree		Not Sure		Disagree		Strongly disagree	
	F	%	F	%	F	%	F	%	F	%
The Company significantly uses strategic HR plan to make HR related decisions.	1	1.92%	15	28.85%	12	23.08%	23	44.23%	1	1.92%
The company is committed to provide all financial support necessary for the implementation of the HR strategic plan.	2	3.85%	36	69.23%	8	15.38%	5	9.62%	1	1.92%
There is sense of ownership among senior management towards the strategic HR plan and committed to implement the HR strategic initiatives.	1	1.92%	14	26.92%	4	7.69%	30	57.69%	3	5.77%
HR Staffs are well motivated to maintain and support the implementation of strategic initiatives.	4	7.69%	29	55.77%	14	26.92%	5	9.62%	-	-
The current organizational structure of HR Department is appropriate and enables the implementation of strategic plan	3	5.77%	27	51.92%	11	21.15%	11	21.15%	-	-
The current HR experts and staffs are capable of planning, managing, and implementing the strategic plan.	3	5.77%	24	46.15%	18	34.62%	7	13.46%	-	-

Source: Own survey result, 2020

Two consecutive questions were raised to check the HR staff motivation to maintain and support the implementation and HR staff's capability of planning, managing, and implementing the strategic plan. With regard to staff motivation to maintain and support the implementation of HR strategic plan, 63.46% of respondents were either strongly agree or agreed and 9.62 % of respondent answered as they disagree that the staffs are motivated to implement the strategic initiatives and the rest 26.92% respondents are not sure. In addition, 51.92% of respondents were either strongly agreed or disagreed, 13.46% are disagreed and 34.62% of the respondents are not sure about HR staff capability of plan, manage and implement the HR strategic plan.

Finally, questions were raised to check whether the current organizational structure of HR Department is appropriate and enables the implementation of strategic plan or not. Based on this, 57.69% of respondents were either strongly agreed or agreed, 21.15% respondents disagree and the rest 21.15% of respondents are not sure. This indicated that most of the respondents agreed that the current HR department structure is appropriate to implement HR Strategic plan.

4.3.3. Strategic HR Plan Evaluation

Managers desperately need to know when strategies are not working well; strategy evaluation is the primary means for obtaining this information (Fred R. David, 2011)

Table 4.5 Summarizes the results obtained from respondents regarding comprehensive and adequate monitoring and evaluation mechanism for Strategic HR plan implementation. 25 (48.07% of the respondents either strongly disagree or disagree. Further 15 (28.5%) the respondents either strongly agree or agree and the rest 12 (23.08%) respondents were not sure that the company used comprehensive and evaluation mechanism for strategic HR plan implementation. In addition, 27 (51.93%) of the respondents either strongly disagree or disagree on that the company has data collection mechanism for monitoring and evaluating the implementation of Strategic HR plan. 11(21.16%) of the respondents either strongly agree or agree and the rest 14(26.92%) were not sure.

Regarding the consistent and continuous strategic plan evaluation, 30(57.69%) of the respondents either strongly disagree or disagree that there was consistent and continuous strategic plan evaluation. 8(15.38%) of the respondents agree and the rest 14 (26.92%) of the respondents were not sure about whether the company evaluate the strategic HR plan consistently.

Table 4.5: Summary of Responses Regarding Strategic HR Plan Evaluation

Questions	Strongly Agree		Agree		Not Sure		Disagree		Strongly disagree	
	F	%	F	%	F	%	F	%	F	%
There is a comprehensive and adequate monitoring and evaluation mechanism for Strategic HR plan implementation.	2	3.85%	13	25.00%	12	23.08%	24	46.15%	1	1.92%
There is efficient data collection mechanism for monitoring and evaluating the implementation of strategic HR plan.	2	3.85%	9	17.31%	14	26.92%	25	48.08%	2	3.85%
There is consistent and continuous strategic HR plan evaluation.	-	-	8	15.38%	14	26.92%	29	55.77%	1	1.92%
Corrective and preventive measures are identified and implemented for effective execution of the strategic plan.	1	1.92%	14	26.92%	13	25.00%	24	46.15%	-	-

Source: Own survey result, 2020

Finally, the researcher asked the respondents to reflect on whether the Corrective and preventive measures are identified and implemented for effective execution of the strategic plan. Based on this considerable number of respondents, 24(46.15%) that corrective and preventive measures were identified for effective execution of HR strategic plan. Whereas, 15 (27.84%) of the respondents either strongly agree or agree and the rest 13(25%) were not sure about the question.

4.3.4. Linkage of HR Strategic Plan with Corporate Strategy

When considering how to integrate business and HR strategies, it should be remembered that business and HR issues influence each other and in turn influence corporate and business unit strategies (Armstrong, 2006).

On this part of the data presentation, the researcher tried to assess the linkage between HR strategic plan with corporate strategy. When asked whether the company has clear vision, mission, and strategic goals, majority of the respondents 42(80.77%) either strongly agree or agree as that the company had clear vision, mission and strategic goals whereas 8(15.38%) of them were not sure and the rest 2(3.85%) replied as they disagree.

Table 4.6: Summary of Responses Regarding Strategic HR Plan Linkage with Corporate Strategy

Questions	Strongly Agree		Agree		Not Sure		Disagree		Strongly disagree	
	F	%	F	%	F	%	F	%	F	%
Awash has a clear vision, mission, and strategic goals	14	26.92%	28	53.85%	8	15.38%	2	3.85%	-	-
There is clear alignment between strategic HR plan and the corporate strategic goals of the company.	4	7.69%	16	30.77%	12	23.08%	20	38.46%	-	-
The current mission statement of the company is compatible with the activities being carried on by the company.	4	7.69%	16	30.77%	12	23.08%	19	36.54%	1	1.92%
HR Strategies are cascaded down from corporate strategies of the company.	6	11.54%	25	48.08%	11	21.15%	10	19.23%	-	-

Source: Own survey result, 2020

Regarding the mission statement compatibility with the activities being carried out, 20 (38.46%) of respondents either strongly disagree or disagree. The same respondents 20 (38.46%) either strongly agree or agree and the rest 12 (23.08%) responded that they are not sure that whether the mission statement of the company was compatible with the activities carried out by the company or not.

In addition questions regarding strategic HR plan alignment with corporate strategic goals were raised to the respondents. , with its effect, the 20 (38.46%) of the respondents either strongly agree or agreed and strongly disagree or disagree respectively and the rest 12 (23.08%) of them were not sure about the question raised.

Finally, for the question asked to check whether HR strategies are cascaded down from corporate strategies of the company, 31 (59.62%) of respondents either strongly agree or agree and 11 (21.15%) of respondents replied as not sure and the rest 10 (19.23%) of respondents expressed their disagreement.

4.3.5. Challenges of Strategic Human resource Planning

On this final part of the chapter, the researcher tried to assess the challenges which strategic human resource planning face. With this intention six closed ended questions were raised. Analysis and interpretation given below.

Table 4.7: Summary of Responses Regarding the Challenges of Strategic HR

Questions	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree	
	F	%	F	%	F	%	F	%	F	%
There is Management support to the implementation of the strategic HR plan.	3	5.77%	21	40.38%	6	11.54%	22	42.31%	-	-
There is Knowledge gap among HR staffs to prepare strategic human resource planning.	-	-	17	32.69%	15	28.85%	14	26.92%	6	11.54%

There is HR Department commitment to implement the strategic plan.	4	7.69%	32	61.54%	10	19.23%	5	9.62%	1	1.92%
There is necessary data and information during formulation of strategic HR plan	2	3.85%	13	25.00%	20	38.46%	16	30.77%	1	1.92%
There is alignment between HR department and other departments to implement the strategic plan.	1	1.92%	13	25.00%	13	25.00%	25	48.08%	-	-
There is involvement of operation managers in formulation of HR strategic plan	2	3.85%	13	25.00%	10	19.23%	26	50.00%	1	1.92%

Source: Own survey result, 2020

Based on the above table, 22 (42.31%) of respondents showed their disagreement on the existence of management support on the implementation of HR strategic plan, 24 (46.15%) of respondents expressed that either strongly agree or agree and the rest 6 (11.54%) of respondents were not sure. Respondents were asked whether there is a knowledge gap among HR staff to prepare HR strategic plan or not. 20 (38.46%) of respondents either strongly disagree or disagreed, 17(32.69%) them agree and the rest 15 (28.85%) were not sure about the HR staff knowledge gap in preparing strategic HR plan.

Regarding HR department commitment to implement strategic HR plan, majority of respondents 36 (69.23%) of them either strongly agree or agree that HR department is committed to implement Strategic HR plan. Whereas 10 (19.23%) were not sure and the rest 6 (11.54%) either strongly disagree or disagree on HR departments commitment. On the other hand, the researcher raised issue to know whether there is necessary data and information during formulation of strategic HR plan or not. For this question, 20 (38.46%) the respondents were not sure whether the company used necessary data and information during formulation of strategic HR plan or not, while 17 (32.69%) of the respondents either strongly disagree or disagree and the rest 15 (28.85%) either strongly agree or agreed on the statement indicated.

Another important question raised by the researcher was on the alignment between HR department and other departments to implement the strategic plan. 25 (48.08%) of the respondents disagree, 14 (26.92%) either strongly agree or agree and the rest 13 (25%) were not sure about the alignment. This implied that there is a gap in working together between HR and other departments of the company.

Finally, respondents were asked to react on the involvement of operation managers in formulation of HR strategic plan. Majority of respondents 27 (51.92%) either disagree or disagree that there was involvement of operation managers in formulation of strategic HR plan.

4.4. Mean and Standard Deviation

The descriptive statistics was used to examine the mean and standard deviation of the responses obtained from respondents. Thus, the mean and standard deviation of the variables are presented in Table 4.8 below.

Table 4.8: Mean and Standard Deviation

Strategic Human resource planning practice			
Field	N	Mean	Std. Deviation
Strategic HR planning Formulation	52	3.16	0.89
Strategic HR planning Implementation	52	3.26	0.87
Strategic HR plan Evaluation	52	2.73	0.89
Challenges of HRD	52	3.42	0.94
HR Strategic Plan Linkage with Corporate strategy	52	3.02	0.94
Average		3.12	0.91

The researcher used the mean score measurement of Kothari (2004) for description of the participants mean score as low, moderate, and high (2019). Mean score of less than 2.69 is described as low, mean score of between 2.70 and 3.49 is described as moderate and mean score of greater than 3.50 is described as high in five-point scale.

The Average response of Managers regarding their participation in strategic HR planning formulation has mean score value of 3.16 (Std Dev.,0.89) on a five point scale even if Participation of managers on HR planning process has relatively lower mean score of 2.69 (Std. Dev., 0.94). And the results from Strategic HR planning process exhaustively analyzed swot analysis has a

mean score value of 2.82 (Std.Dev., 0.85). This implies that, Awash Wine S.C must work on participatory HR planning practice across the company.

In addition, the results obtained from descriptive statistics for strategic HR plan implementation has an average mean score value of 3.26 (Std Dev., 0.87). This implies that Awash Wine S.C deserve implementing HR strategic plan. As it shown in table 4.8 the mean score value for evaluation of strategic HR planning process was found moderately low and it was 2.73 (Std Dev., 0.89). Hence this implies that, Strategic HR plan evaluation practice of the company has gap.

Generally, the practice of strategic HR planning was found averaged, 3.12 (Std. Dev., 0.91). This implies that the results for the strategic HR planning practice of Awash is at beginning level.

4.5. Interview Results

As it is clearly stated in chapter three, the study used semi-structured interview as a source of primary data for triangulation purpose. Three HR managers from the three branches were selected and given nine interviews questions ahead to make the interview scheduled and be ready on the subject matter. Accordingly, the interview results were analyzed here under so as to answer the first two research questions as planned.

The first question raised by the researcher for the three HR managers was “What Does Strategic Human Resource Planning Means to you?”. The interview results for this question revealed that the three HR managers understand Strategic human resource planning as a long range plan which ensure the right people are in the right place at the right time and it must be linked with the plans of the total organization.

Regarding the question, whether the strategic plans were derived from corporate business strategy and their implementations were in line with overall corporate strategy or not, Awash wine HR strategic plan is derived from organizational plan. Awash Wine has five-year strategic plan (2018-2023) with focus on four key strategic areas of production capacity, vineyard capacity, Operating way improvement and people (Career and Succession planning and leadership development) and exporting its premium products. Based on this. HRD Department of the company has prepared its strategic plan which is derived from the main strategy of the company. The strategic HR plan of the company constitutes performance management, employee relation, HR information system,

strategic people resourcing, learning and development, policies and procedures, HR best practices and preparing HR model and structure.

For the third question, as per the interview result, since the company is fully owned by foreign investors, the board of director members are investors themselves. But the managing director of the company has seat on the board. Even if the HR director has no seat on the board of director, he/she is invited on semi-annual and annual meeting to present HR performance report. The function of the board in Awash Wine S.C context is approval of budget and some strategic actions. Strategy formulation and implementations are solely performed by senior management teams of the company. From the company organizational structure, HRD director is found on the top-level organizational hierarchy and among the senior management teams of the company. This allowed HR issues to become part of the overall business strategy. Therefore, based on the above interview results Awash Wine S.C HR Director has good influence on the strategic decision on senior management team of the company.

Regarding the top management support in formulating HR strategic plan, the interview results revealed that the responsibility of formulating HR strategic plan is HR team. The HR team came up with initial strategic plan and present it to the senior management of the company. After the senior management discussed and gave feedback on the initial draft of the document, it became the strategic HR plan of the company. The interview result for top management support was found in contradiction with Armstrong (2008), It is necessary to stress that coherent and integrated HR strategies are only likely to be developed if the top team understands and acts upon the strategic imperatives associated with the employment, development and engagement of people. Therefore, the above interview results implied that there is low level of management support on the formulation of HR strategic plan.

According to the interview result lack of sense of ownership among senior management towards the strategic HR plan, low level of involvement of operation managers in the development of HR strategic plan, lack of sense of ownership from senior management of the company and poor communication of the plan are the factors that hinder the company to achieve its strategic HR plan.

According to Armstrong (2008), major barriers to HR strategy is failure to understand the strategic needs of the business, inadequate assessment of the environmental and cultural factors that affect the content of the strategies, and the development of ill-conceived and irrelevant initiatives,

possibly because they are current fads or because there has been an ill-digested analysis of best practice that does not fit the organization's requirements. These problems are compounded when insufficient attention is paid to practical implementation problems, the important role of line managers in implementing strategies and the need to have established supporting processes for the initiative.

The last interview question raised for the three HR managers was what solutions they recommend improving the practice of strategic human resource planning of the company. The HR staff believed that the formulation, implementation, and evaluation process of strategic HR plan process should be participatory, clear and communicate to stakeholders. Even if there is support from senior management on the process, there is less attention on HR issue by technical department heads. This should be improved if the company want to implement strategic HR plan effectively.

4.6. Document Review

Awash Wine Share Company has a five-year strategic plan (2018-2023) which focuses on four key strategic areas: production capacity, vineyard capacity, operating way improvement and people (Career and Succession planning and leadership development) and exporting its premium products. Based on the plan, HRD department of the company has prepared its strategic plan which is derived from corporate strategy of the company. The strategic HR plan of the company constitutes of performance management, employee relation, HR information system, strategic people resourcing, learning and development, policies and procedures, HR best practices and preparing HR model and structure.

Even if the HR director has no seat on the board of director, he/she is invited on semi-annual and annual meeting to present HR performance report. The function of the board in Awash Wine S.C context is approval of budget and some strategic actions. Strategy formulation and implementations are solely performed by senior management teams of the company. From the company organizational structure, HRD director is found on the top-level organizational hierarchy and among the senior management teams of the company. This allowed HR issues to become part of the overall business strategy. Therefore, based on the above document interrogation, Awash Wine S.C HR Director has upright influence on the strategic decision on senior management team of the company.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1. Summary of Major Findings

The general objective of the study was to assess the practice of Strategic Human resource planning at Awash Wine S.C. The study was guided by the following three research objectives: to assess the practice of Strategic Human resource planning at Awash Wine S.C, asses to what extent the Strategic HR plan of Awash Wine S.C was integrated to its business strategic plan and identify the major challenges affecting formulation, implementation, and evaluation of strategic human resource planning process within. The study used descriptive research design. A census sampling was used. A structured questionnaire and interview were used to collect data from the respondents. The findings were presented using tables and figures.

From the finding on the formulation of Strategic HR policy, majority of the respondents (50%) were either strongly agreed or agreed that the company possesses sound HR strategic planning policy. Regarding the existence of effective HR strategic planning mechanism, almost the same proportions of respondents are agreed, disagreed and not sure. This implies there was gap communicating mechanisms of strategic planning. Concerning whether the company engaged in Strategic HR policy or not, over half (50%) of the respondents agreed that Awash has engaged in and undertaken strategic HR planning processes. Many respondents believed that the strategic planning process is not participatory and some of them agreed its participatory. More surprisingly majority of respondents either disagree or disagreed that the strategic human resource planning process exhaustively undertake SWOT analysis. The findings on whether HR strategic plan adequately incorporates issues regarding strategic budgeting, whether the strategic HR planning adequately incorporate all HR strategic issues and its alignment with organizational structure got more disagreement and not sure answers.

Summary of the findings on the company's commitment of providing financial support necessary for the implementation of the HR strategic plan, almost three fourth (73.08%) of the respondents were agreed. On the other hand, even if most of the respondents believed that the company is committed to provide all financial support to implement strategic plan, 63.46%) of respondents disagree on sense of ownership among senior management towards the strategic HR plan and committed to implement the HR strategic initiative. Majority of the respondents (46.15%) disagreed

that the company's use of strategic HR plan to make HR related decision. Many respondents believed and agreed that HR staffs has a motivation and capability to plan, implement and maintain strategic HR plan. More than half of respondents also agreed that the current structure of HR department is appropriate implement the strategic HR planning Process.

Summary of findings regarding Strategic Human Resource Planning evaluation shows that 48.07% of respondents disagreed on the availability of comprehensive and adequate monitoring and evaluation mechanism for Strategic HR plan implementation and on the consistent continues strategic HR plan evaluation. Majority of respondents also believed that there are no Corrective and preventive measures for effective execution of the strategic plan.

The finding on the linkage between HR strategic plan and corporate strategy shows that above 80%) of respondents agreed that the company has clear vision and mission but many of them were either strongly disagreed or disagreed on the mission statement compatibility with the activities carried out by the company. The finding on the strategic alignment of HR plan and corporate shows that the proportion respondents are agreement, disagreement and not sure are almost the same. On the other hand, majority of the agreed that HR strategic plan is cascaded down form corporate strategy.

Summary of findings regarding challenges faced by the company on the formulation and implementation of strategic HR plan shows that 46% of respondents believed there is support from the management side and agreed that there is no gap in knowledge on HR staffs. In addition, almost close to 70% of respondents agreed that there is commitment from HR department in implementing the strategic HR plan. On the other hand, 38% of respondent believed that there is not necessary data and information for formulation of strategic HR plan. Regarding alignment with other department and involvement of operation managers in formulation and implementation of HR strategic plan, majority of respondents were disagreed.

From the interview result, integration of HR strategic plan with corporate strategy of the company were found aligned to a moderate extent. Regarding the participation of HR director in the formulation of corporate strategy, Since Awash Wine S.C HR director is a member of top management teams, he/she got greater opportunity to underpin the HR interest and make decision in the strategy formulation process. finally, based on the interview, the management support in implementing strategic plan is moderately satisfiable.

5.2. Conclusion

The purpose of the study was assessing the practice of Strategic Human Resource Planning at Awash Wine S.C. Based on the findings of the study, the following conclusions were drawn on the key and specific objectives of the study.

It is possible to conclude that Awash Wine S.C has strategic HR planning policy and mechanism. But it is not communicated clearly and properly to all levels of management. Currently HRD department of the company has prepared its strategic plan which is derived from the main business strategy of the company. The current strategic plan of the company contained strong focus areas that the strategic plan should have to contain.

As it can be seen from the company structure, HR Director of the company is a member of senior management team which enable the company to incorporate the interest of HR in the formulation process and the creation of two-way linkage between HR plan and business strategy.

When it comes to participation and communication of the strategic HR plan, only senior management members participated and well communicated about HR strategic planning. Therefore, it is notable that thorough stakeholders 'participation had not been made. Due to this employee have a gap in knowing and understanding the strategic HR plan.

The organization mission, vision and value are clearly stated but specially the mission statement is not compatible with the activity carried out. Moreover, there is a gap on employees understanding of the vision mission and strategic of the company. On the other hand, it is possible to conclude that there is gap in undertaking SWAOT analysis. Base on this, it can be said that the strategic plan does not included all the necessary analysis, like in depth analysis of existing and future internal and external environment, various brewing sector related directives and industrial analysis.

Referring to the level of commitment of providing financial support necessary to implement the strategic HR plan, respondents scored above average. Therefore, it can be concluded that financial resources could not hinder the implementation of strategic HR plan.

Effective evaluation can let us know how well we are doing to achieve goals and objectives. To this effect the strategic plan lacks comprehensive and adequate monitoring and evaluation mechanism for Strategic HR plan implementation.

When it comes to challenges faced by the company on the formulation and implementation of strategic HR plan, the absence of operation management involvement and cooperation between department and lack of sense of ownership among managements towards the implementation of strategic HR plans are challenges that many respondents agreed.

Finally, based on the above findings we can conclude that Awash Wine Share Company implemented Strategic Human Resource Planning practices at start level. Thus, in order to enhance productivity and organizational performance and ultimately be competitive in the brewing industry, Awash Wine S.C should improve the existing HR planning practices and implement the following suggestions provided by the researcher in the next section.

5.3. Recommendation

Further research is needed on the impact of different factors on existing strategic HR plan practice to put conclusive recommendations. Thus, this study should be the first step in assessing the existing strategic HR planning practice of Awash Wine S.C. Based on this, the following recommendations are forwarded from the finding of the study.

- The company experience of working with strategic HR plan is very appreciable. But its gap is that not properly participating and afterwards communicating the strategic HR plan to all stockholders has a repercussion on the company. Therefore, a well-organized and comprehensive participation of stakeholders need to be involved while developing and revising the strategic HR plan. In addition, continuous and consistent communication of the strategic HR plan should be made, until all managers get a clear understanding and feel sense of ownership toward the implementation of strategic HR plan.
- It is great that the company has clear vision and mission statements. Vision and Mission Statements have no power unless they are shared. If the Vision and Mission statements resonate only with the authors, then they will not be very effective at guiding and driving the organization. Therefore, the organization must make clear that all employees know and understand the corporate mission, vision, and values.
- A SWOT analysis is a useful tool for developing HR strategic plan. It is one of the quickest tools to explore and describe the internal and external environment. The HR strategic formulators did not take proper focus on undertaking SWOT analysis. Therefore, the organization must give due attention in undertaking SWOT analysis at the time of

formulating HR strategic HR planning, to keep the strength and manipulate opportunities and to solve weakness and take proactive measures for threats.

- Another major issue that should be given emphasis by the company is creating sense of ownership in strategic HR plan formulation and implementation. The more that people, from top to bottom in the organization, have a sense of ownership about the strategic plan, and a stake in successful implementation, the more they will be committed to the process. So, it is important to work towards creating sense of ownership through an inclusive approach to strategic HR planning. That is because involvement creates ownership.
- It is appreciable that HR strategic plan base the company objective. The greater the congruence between strategy and HR, the more effective the organization will be. Properly aligning the HR strategic plan with the organization's business strategy is critical to achieving the organization's mission. Therefore, Awash Wine S.C has continue working hard to make sure the strategic plan of the company is aligned with the strategic HR plan.
- Another major issue that should be given emphasis by the company is the comprehensive evaluation of strategic HR plan. As it is observed from the finding Awash give little emphasis in evaluation of strategic HR plan. Therefore, it is very advisable for the company to develop comprehensive and adequate monitoring and evaluation mechanism for Strategic HR plan implementation.
- Finally, everyone expected to be self-disciplined so as to execute both company strategic business and strategic human resource plans. Awash management should know that for strategic human resource planning to be effective it should be aligning with the company strategic business strategic plan.

5.3.1. Suggestion for Further Research

This Research is conducted to assess the Strategic Human Resource Planning Practice of Awash Wine Share Company by focusing on the three stages of strategic HR planning (formulation, implementation, and evaluation) dimension. Thus, further research can be conducting by incorporating other factors that affect the practice of Strategic HR planning. Further research can be on the impact of Strategic HR planning on organizational performance. Therefore, the undertaking of further research in the area is crucial to develop the concept of Strategic Human Resource Planning since it is new for our country and the world as well.

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APPENDIX I:

INTERVIEW GUIDELINE QUESTIONS

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

MASTER OF HUMAN RESOURCE MANAGEMENT

Interview Guideline Questions for Strategic HR Planning Practice

1. What Does Strategic Human Resource Planning Means to you?
2. Do you think that HR strategic plans are derived from corporate business strategy and their implementations are in line with overall corporate strategy? If yes, how/to what extent?
3. Does the HR head is involved in the strategic business planning process? If yes to what extent?
4. Do you think is there a fit between Strategic HR planning practices and other departmental business strategies? How do you express?
5. Do HR director and Managers are involved in key organizational decisions? To what extent? Do he/she is a board member of the company?
6. How do you evaluate the support from the top management in formulating Strategic HR Plan?
7. What are the factors do you think hinder your company to achieve strategic HR plan?
8. What recommendations would you give to improve the practice of strategic human resource planning of the company?

**APPENDIX II:
QUESTIONNAIRE**

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF COMMERCE

MBA IN HUMAN RESOURCE MANAGEMENT

Dear Respondents,

I am a graduate student at Addis Ababa University School of commerce, currently conducting a research for the completion of my Master of Art Degree in Human Resource Management. The purpose of this questionnaire is to collect data used for the assessment of the overall Strategic Human Resource Planning (SHRP) practice of Awash Wine Share Company. I want to assure you that the information you provide will be solely used for academic purpose. Your response is highly confidential. The completion of the research substantially depends on your cooperation and of the information you give in this questionnaire. Therefore, I kindly request you to respond to each question carefully and oblige. Finally, I would like to express my earnest appreciation for your generous time, honest and prompt responses.

General Information

- There is no need of writing your name.
- Please select the right answer you think and put “√” mark in the boxes.
- For questions that require your further opinion, please respond clearly and faithfully.

Thank you in advance for your cooperation.

PART I – DEMOGRAPHIC INFORMATION

Please provide some information about yourself:

1. Age

- ☐ 25 – 35 years ☐ 46-55
☐ 36 – 45 years ☐ 56 and Above

2. Gender

- ☐ Male ☐ Female

3. Your highest level of formal education?

- ☐ Diploma/equivalent ☐ BA/BSc/BLL degree ☐ Master's Degree ☐ PhD

4. How long have you been working in your current position?

- ☐ 1 – 4 years ☐ 11 – 15 years
☐ 5 – 10 years ☐ 16 years & above

5. Your current job levels?

- ☐ Director ☐ Head of Department ☐ Unit Manager
☐ Other, please state _____

PART II – INFORMATION RELATED TO STRATEGIC HUMAN RESOURCE PRACTICES AT AWASH WINE S.C

Please indicate the extent to which you agree with the following statements by ticking on the box you select.

Strongly Agree=5, Agree=4, Not sure=3, Disagree=2, Strongly Disagree =1

A. Strategic Human resource planning Formulation process.						
No.	Question Item	5	4	3	2	1
1.	Awash possesses sound strategic human resource planning policy.					
2.	The company has set up effective mechanism to prepare the strategic human resource plan.					
3.	The company has engaged in and undertaken strategic HR planning process.					
4.	The strategic HR planning process is participatory, and employees are involved adequately in the process of strategy planning.					
5.	The strategic HR plan exhaustively analyzed SWOT analysis (Strength, Weakness, Opportunity, and Threat) of the organization.					
6.	HR strategic plan adequately incorporates issues regarding strategic budgeting.					
7.	The strategic HR Planning adequately incorporate all HR strategic issues.					
8.	The strategic HR plan is well aligned with organizational structure of the company.					
B. Strategic Human resource planning Implementation						
1.	The Company significantly uses strategic HR plan to make HR related decisions.					

2.	The company is committed to provide all financial support necessary for the implementation of the HR strategic plan.					
3.	There is sense of ownership among senior management towards the strategic HR plan and committed to implement the HR strategic initiatives.					
4.	HR Staffs are well motivated to maintain and support the implementation of strategic initiatives.					
5.	The current organizational structure of HR Department is appropriate and enables the implementation of HR strategic plan.					
6.	The current HR experts and staffs are capable of planning, managing, and implementing HR strategic plan.					
C. Strategic Human Resource Planning Evaluation						
1.	There is a comprehensive and adequate monitoring and evaluation mechanism for Strategic HR plan implementation.					
2.	There is efficient data collection mechanism for monitoring and evaluating the implementation of strategic HR plan.					
3.	There is consistent and continuous strategic HR plan evaluation.					
4.	Corrective and preventive measures are identified and implemented for effective execution of the HR strategic plan.					

PART III – LINKAGE OF STRATEGIC HR PLANNING OF AWASH WITH CORPORATE STRATEGY

1. Listed below are descriptive statements about Strategic Human Resource Planning alignment with corporate Strategy. For each statement, please indicate to which degree you display the behavior described.

Strongly Agree=5, Agree=4, Not sure=3, Disagree=2, Strongly Disagree=1

No.	Question Items	5	4	3	2	1
1.	Awash has a clear vision, mission, and strategic goals.					
2.	There is clear alignment between strategic HR plan and the corporate strategic goals of the company.					
3.	The current mission statement of the company is compatible with the activities being carried on by the company.					
4.	HR Strategies are cascaded down from corporate strategies of the company.					

PART IV – CHALLENGES OF STRATEGIC HUMAN RESOURCE PLANNING

Please indicate your level of agreement or disagreement regarding the challenges of human resource planning by using the rating scale provided.

Strongly Agree=5, Agree=4, Not Sure=3, Disagree=2, Strongly Disagree=1

No.	Question Item	5	4	3	2	1
1.	There is Management support to the implementation of the strategic HR plan.					
2.	There is Knowledge gap among HR staffs to prepare strategic human resource planning.					
3.	There is HR Department commitment to implement the strategic plan.					
4.	There is necessary data and information during formulation of strategic HR plan.					
5.	There is alignment between HR department and other departments to implement the strategic plan.					

6.	There is involvement of operation managers					
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If you have any comment, please describe

Thank you again for your time and valuable input!

Adapted from:

- Tekalign Asresahegn: The assessment of Strategic Human Resource Management in the case of CBE (2009)
- Dinberu Girma: Assessment of Strategic Management practice and implementation in the case of NIB international Bank (2016)