



Addis Ababa University

College of Business and Economics

School of Commerce

**THE EFFECT OF STRATEGIC HUMAN RESOURCE PLANNING ON
ORGANIZATION PERFORMANCE: THE CASE OF INFORMATION
NETWORK SECURITY ADMINISTRATION (INSA)**

By:

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**A Thesis submitted to the Office of Graduate Studies as Partial Fulfillment
of the Requirement for Master of Arts Degree in Human Resource
Management**

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Declaration

This thesis, titled " The effect of strategic human resource planning on organizational performance: In the Case of Information Network Security Administration," is my unique work and has not been submitted to any other program or university. I also guarantee that all sources of information used in this thesis have been properly credited.

DANIEL TILAHUN

Signature

Date

Statement Certification

I certify that Daniel Tilahun conducted his own research on the topic "The Effect of Strategic Human Resource Planning on Organizational Performance: In the Case of Information Network Security Administration" under my supervision. This work is being completed to fulfill a prerequisite for a master's degree in human resource management.

Advisor: Dr. Solomon Markos (Ass. Prof)

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This is to certify that Daniel Tilahun study, "The Effect of Strategic HR Planning on Organizational Performance in Information Network Security Administration (INSA)," completed 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 was not previously submitted for any degree at this University or any other University.

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ACRONYMS

HR – Human Resources

HRD – Human Resource Department

SHRP – Strategic Human Resource Planning

SHRM – Strategic Human Resource Management

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ABSTRACT

Strategic Human resource planning is becoming increasingly important because of causes such as the development of new technologies, changes in economic conditions, globalization, and a changing workforce. All the study's research questions are answered, and all of the study's goals are met. The study was conducted using an explanatory research design. Both qualitative and quantitative methods were employed. Primary and secondary sources were used to compile the material. 275 sample respondents completed a self-administered questionnaire, and five managers were interviewed. As a result, the data collected via survey questionnaires was investigated. The study's findings revealed that INSA's practice of strategic HR plan alignment is inadequate, and complete stakeholder participation is not accomplished. Furthermore, the company's strategy makes ineffective use of top and intermediate management responsibilities. When it comes to evaluating the HR strategic plan, the company lacks a complete evaluation, and the strategic HR planning process has an impact on the organization's performance. As a result, it is proposed that the company construct a complete and adequate Strategic HR plan for the implementation of the Strategic HR plan.

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

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The topic of strategic human resource management, including strategic human resource planning, is still developing, and experts are divided on what constitutes an acceptable description. Strategic human resource management, in broad terms, is the process of methodically connecting people with the organization; more specifically, it is the process of integrating HRM strategies into corporate strategies. HR strategies are critical plans and programs that address and resolve basic strategic challenges relating to human resource management in a company (Schuler, 1992). HR practices, policies, and initiatives are in line with the company's overall and strategic business unit goals (Greer, 1995).

HRM and corporate strategy are linked in strategic human resource planning, which emphasizes the integration of HR with the business and its environment. It is thought that integrating HRM with organizational strategy helps to successful human resource management, improved organizational performance, and ultimately corporate success (Holbeche, 1999). It can also help businesses get a competitive advantage by developing unique HRM systems that no one else can duplicate (Huselid al., 1997). SHRM's central hypothesis indicated that a close match or alignment between organizational strategy and human resource strategy is required for successful SHRM implementation (Armstrong, 2009).

The current study will look into the effect of strategic human resource planning on organizational performance in the case of Information Network Security Administration (INSA).

1.2. Background of the company

In Ethiopia's cyber security industry, the Information Network Security Administration (INSA) is one of the leading organizations. Regulation No.130/2006 of the Council of Ministers established it for the first time in 2006. To defend our country's information and information infrastructure from assault and protect our national interest. However, because it was necessary to amend the agency's powers and functions to prevent increasingly complex cybercrime and protect our national interests, its establishment regulation was amended by Council of Ministers Regulation No.250/2011 and recently re-amended by Proclamation No.808/2013 with the following changes:

The agency's vision is for a globally competent National Cyber Security Institution to play a significant role in the country's rebirth by 2025, and the mission is to achieve that vision. To preserve the national interest by developing a capability that allows the country's information and information infrastructures to be protected.

Values of the Organization Making a Difference, Integrity, and Respect for Law Enforcement. Information Network Security Administration (INSA) maintains four locations around the country. Now in the agency more than 1000 employees across all branches.

1.3. Statement of the Problem

INSA's human resource department has been through a long and complicated process, beginning with a small team and expanding to the directorate level with the addition of other new directorates in the agency. Of course, such an expansion of the agency necessitates the hiring of almost 1000 people from various professions. The Administration has a strategic plan that is primarily focused on fulfilling the goals of its principal business and does not include human resource planning. Given the complexities of any human resource planning process, it appears self-evident that the approach must be strategic. Unfortunately, many businesses do not devote sufficient time or resources to developing long-term HR strategies. Technology-focused organizations, such as INSA, require strategically planned human resources that correspond with the agency's strategic objectives and adapt to changing science and technology dynamics around the world.

Because of the organization's growth, the human resource department's responsibility of controlling, training, rewarding employees, and communicating with each department becomes increasingly challenging. Because HR's plan does not coincide with the organization's strategic plan, most HR tasks are planned and executed ad hoc. When new staff recruiting is required, for example, each department may send a request to HR at any time, subject to certain requirements. Due to these demands, ineffective personnel selection methodologies are employed to recruit employees that will not help the firm achieve the organization's strategic plan goals. Aside from that, the HR plan, career development, training, and performance management duties cause the overall performance of the organization to be poor.

Human Resource Management (HRM) is a systematic and cohesive approach to managing an organization's most valuable assets—the people who work there and contribute individually and collectively to the fulfillment of its goals (Armstrong, 2006). Strategic human resource

management is a new approach, that helps in aligning the skills present in the employees with the goals to be achieved by the organization. SHRM is a branch of HRM (Truss & Gratton, 1994). The purpose of this paper is to describe the implications of HRM planning as strategic human resource management practices in terms of their impact on organizational productivity, profitability, competitive advantage, and development as measures of organizational growth.

According to Abyot (2014), most management staff in Ethio telecom did not have in-depth knowledge of human resource planning, the main determinant elements such as skill inventory, Job analysis, and HRIS were not utilized to their full potential, and the link between HRP and SBP received less attention.

Similarly, a study by Wondwosen (2020) on the assessment of strategic human resource planning practices in Awash Wine Share Company study found out that the company's practice of communicating a strategic HR plan is poor and thorough participation of stakeholders is not realized, Furthermore, the organization's usage of SWOT analysis is lacking, and the company lacks a full examination of its strategic HR plan. Nevertheless, this study is delimited merely to Awash Wine Share Company and doesn't represent the situation in the case of the Information Network Security Agency (INSA).

Moreover, the 2020 annual performance report of INSA stated that there is a problem with HR planning alignment with the Agency's strategic plan and leaders are also not giving due attention to the strategic HR planning process. The research has also pragmatic experience of understanding the challenges.

There is no research conducted to assess the effect of Strategic human resource planning practices on the performance of INSA. Due to all these reasons, the researcher believes that doing the research: on the effect of strategic human resource planning practices on the performance of INSA is worthwhile.

Therefore, this research will answer how the HR planning aligned with the agency's strategic plan, how the top and middle managers exercise strategic human resource planning, what challenges the strategic HR planning process has, and finally, it will answer how the strategic HR planning practice affect the organization performance.

1.4. Research Questions

The following research questions are addressed in this study.

1. How is SHR planning aligned with the Agency's strategic plan in accordance with its impact on organizational performance?
2. What are the role of top and middle managers on exercising the Strategic Human Resource Planning process?
3. What are the challenges associated with the strategic HR planning process?
4. To what extent does affect strategic human resource planning practice on organizational performance?

Objectives of the Study

1.4.1. General objective

The major objective of the study is to assess the effect of Strategic human resource planning practices on the organizational performance of Information network security administration and provide recommendations for effective and efficient organizational performance

1.4.2. Specific objectives

- 1- To examine whether HR planning is aligned with the agency's strategic plan
- 2- To evaluate the role of top and middle managers on exercising the Strategic Human Resource Planning process
- 3- To investigate the extent to which strategic HR planning practice affects organizational performance
- 4- To investigate the challenges associated with the strategic HR planning process.

1.6. Scope of the Study

The scope of this study is limited geographically to the head office of the information network security administration located in Addis Ababa. This study's conceptual scope or boundary is centered on the examination of Strategic Human Resource Practice (the formulation, implementation, and evaluation of Strategic Human resource planning). It also focused on the company's strategic human resource planning practice and the information network security

agency's strategy. Furthermore, the difficulties of human resource strategic planning are assessed.

1.7. Significance of the Study

The research finding will help the organization by providing tangible and concrete evidence about what their current strategic human resource planning looks like, What effect does strategic human resource planning have on the performance of an organization?, so this will help the agency to identify the area of weakness and strength related to strategic human resource planning practice and will allow management to build or alter existing HR policies and maintain effective human resource management strategies in line with the Agency's corporate strategies. Finally, this research fills the gap in this area in the organization; it can be a foundation for further study in the organization or as a reference for other studies, and other organizations in the same context with INSA may use the finding of this research to improve their strategic human resource planning practice.

1.8. Organization of the Study

The research consisted of five chapters. The first chapter will contain the background of the study, statement of the problems, research questions, objectives, significance, delimitation, and definition of operational words of the study. The second chapter will examine relevant literature. The third chapter will consist of methodology which includes research design, and source of data, sampling technique and sample size, methods of data collection, method of data analysis, ethical consideration, and chapter four consist of data analysis and presentation, the final chapter five consist of summary conclusions, recommendation, and limitation.

1.9. Definition of terms

- **Human Resource Management (HRM)** is the process of bringing individuals and organizations together to achieve their mutual goals. It's an aspect of the management process that deals with how an organization's human resources are managed. It aims to get the best out of people by enlisting their full cooperation. In a nutshell, it is the art of acquiring, developing, and maintaining a competent workforce to meet an organization's goals effectively and efficiently (Mahapatro, 2010)
- **Human resource planning**, according to Decenzo and Robbins (2005), is the process through which a company identifies the appropriate amount of personnel, types of required expertise, and abilities to fulfill its overall objectives.

- **Strategic human resource planning** is the process of forecasting long-term HR supply and demands in light of changing conditions both inside and outside an organization, and then developing HR programs and other activities to satisfy the organization's knowledge capital requirements (Kazanas and Rothwell ,2003)

The process of linking the organizational and HR functions together, or aligning them, is referred to as a linkage. (Kazanas and Rothwell,2003)

- **A strategy:** is a plan of action aimed at achieving a specific goal (Mintzberg and Quinn,1993)
- **Strategic planning:** according to Dessler, Cole, and Chhinzer (2015), allows an organization to control its decisions and resources and is the foundation for HRP; it provides HRM with the organization's future direction so that efforts can be combined to achieve the organization's strategic objectives.
- **Organizational performance:** is widely regarded as one of the most important concepts in management and as a broad concept that encompasses a collection of expert-developed approaches for explaining and measuring organizational performance (Abdallah & Matsui, 2009; G. Lee, S. Lee, Malatesta, & Fernandez, 2019).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

The purpose of this chapter is to provide an overview of the literature on strategic human resource planning and organizational performance.

2.1 Theoretical Literature Review

2.1.1 What is Human Resource Management

Human Resource Management (HRM) is the process of bringing individuals and organizations together to achieve their mutual goals. It's an aspect of the management process that deals with how an organization's human resources are managed. It aims to get the best out of people by enlisting their full cooperation. In a nutshell, it is the art of acquiring, developing, and maintaining a competent workforce to meet an organization's goals effectively and efficiently (Mahapatro, 2010).

2.2.2 What is Human Resource Planning

Human resource planning is a technique for analyzing demand and determining the number and character of supplies that will be required to meet that demand, and it is utilized in the first step of all staff and human resource management programs. Strategic planning and institutional policies are inextricably related to human resource planning. It is the primary instrument for connecting organizational goals to human resource initiatives and objectives. Human resource planning, according to Decenzo and Robbins (2005), is the process through which a company identifies the appropriate amount of personnel, types of required expertise, and abilities to fulfill its overall objectives.

Human resource planning is critical for forecasting and meeting human capital demands when they arise and failing to do so with the proper skill set and understanding of people at the right time may cause company disruption (Wright et.al, 2004).

2.2.3 Concept of Strategy

A strategy is a plan of action aimed toward achieving a specific goal (Mintzberg, 11 & Quinn 1993). The word has a military connotation. In military terms, strategy differs from tactics, which are concerned with the execution of a single engagement, whereas strategy is concerned with the interconnection of multiple encounters. Tactics determine how a fight is conducted; strategy

determines the terms and conditions under which it is fought, as well as whether it should be fought at all. There are four stages of warfare: political aims or grand strategy, strategy, operations, and tactics. The grand direction on which an institution will embark is determined by strategic decisions. Strategy always comes before action. The goal of the strategy is to create advantageous conditions for an action to take place. In a military environment, this entails strategically deploying forces and determining when the ideal time to strike or retire is.

As the dynamics and complexity of the world and corporate environment have risen, the strategy notion has emerged as an important part of management. The term strategy is used to describe both the methods (for example, organizational reorganization) and the outcomes (for example, market position) of long-term decisions. It might be a deliberate, planned activity or a series of occurrences that lead to the desired outcome. It necessitates an assessment of the expected implications of both the external and internal organizational environments, as well as the organization's long-term objectives (Kankervis, Compton, and Baird 2000).

2.2.4 Strategic Planning

Despite numerous researches on strategic planning, there is no universally agreed definition (Quinn, 1980). In fact, the term "strategy" is frequently employed in a contradictory manner, because current definitions of strategic planning include concepts like strategic force, corporate focus, and strategic aim. The long-term direction of the organization, defining what business the organization should engage in, matching the business's activities to the environment to minimize threats and maximize opportunities, and matching the organization's activities to the resources available are all common aspects of most definitions (McDonald, 1996). Even though strategic planning has had varying degrees of popularity since the 1960s, it is still thought to be beneficial to businesses (Glaister and Falshaw, 1999). From its earliest beginnings, it has been linked to the field of strategic management.

In addition to "strategic planning," other terms for strategic planning include "long-range planning," "corporate planning," and "strategic management" (Ansoff, Declerck, and Hayes, 1976). According to traditional strategic management theory, strategy is a formal planning process (top-down), launched by top management (top-down), based on in-depth industry analysis (rational), and aimed at developing a consistent grand strategy for the firm (consistency) (Volberda, 2004). These authors and others (Mintzberg and Lampel, 1999) point out that when the term strategic planning is used, the intent is to convey that a firm's strategic planning process

involves explicit systematic procedures used to gain the involvement and commitment of those principal stakeholders affected by the plan.

2.2.5 Meaning of Strategic Human Resource Management

Holbeche (2004) suggested another intriguing definition: "Strategic HRM has a clear focus on executing strategic change and increasing the organization's talent base to ensure that the organization can compete effectively in the future." Employees in the organization have been viewed as strategic resources, not costs, and their contributions will have an impact on the organization's goals, according to this concept.

SHRM was defined by Moustaghfir (2014) in relation to HRM practices. SHRM refers to a collection of managerial activities aimed at producing and keeping a highly skilled workforce that improves organizational effectiveness and helps the company achieve its goals. It's about providing HR managers additional responsibility for collaborating with other line managers to achieve the organization's objective and ensuring that they have the necessary knowledge and human qualities. As a result, HR managers are held accountable for achieving organizational and operational goals. Also, according to Cole (2004), "the HR function brings in the strategic value of people in organizations through contributing to value-added and competitive advantage."

2.2.6 Strategic human resources planning

The process of aligning and integrating HR strategies with an organization's different levels of strategies is known as strategic human resources management (SHRM) (Othman, 2009). Byars & Rue (2006), Bernardin (2007), and Wattanasupachoke (2009) define SHRM functions differently. The emergence of strategic human resources management (SHRM) as a global topic of research (Hartel, Fujimoto, Strybosch, & Fitzpatrick, 2007) was found to be compatible with the increased importance of people for organizational performance. Employment, HR development, compensation and benefits, performance appraisal, occupational safety and health, labor relations, and HR research rank second and third, respectively. One of the main goals of strategic HRP, according to Boon et al. (2018), is to enable employees to assist their organization in achieving its strategic goals.

HRP, according to Kinicki and Williams (2006), is the process of building a comprehensive strategy to identify and forecast an organization's HR needs. According to Greer and Plunkett (2007), it is a crucial and consistent input to the strategic planning process. HRP aids in the

fulfillment of a variety of organizational objectives. Because there is a significant and positive association between HRM planning and organizational performance, as well as workforce planning and organizational performance (Abdallah & Phan, 2007; AlFrijawy, 2019), improved human capacity results from HRM planning and strategic management. HRP also aids in allocating human resources to the organization's activities, reducing expenses, and laying the groundwork for other HR plans and strategies, such as hiring, training, performance review, and compensation (Daft, 2008).

Recent competitive developments have compelled businesses to reassess not only the content of their plans, but also the entire planning process in order to move toward strategic planning (Shehadeh, Al-Zu'bi, Abdallah, & Maqableh, 2016). According to Vences (2007), strategic planning entails analyzing and shaping systems and strategies, while strategic thinking reflects that process by incorporating intuition and creative human-centered thinking at all levels of management and synthesizing them in a way that supports strategic planning. Dess, Lumpkin, and Eisner (2007) define the process of integrating an organization's goals, policies, and operations in to a unified strategy. Strategic planning is also defined as a method for defining an organization's overarching goals and determining how they will be met (Thompson & Martin, 2010).

Strategic planning is a futuristic undertaking that tries to achieve a smooth transition from a present position to a future one that is more targeted than its worth and beyond its capabilities to achieve. Strategic planning, according to Dessler, Cole, and Chhinzer (2015), allows an organization to control its decisions and resources and is the foundation for HRP; it provides HRM with the organization's future direction so that efforts can be combined to achieve the organization's strategic objectives. HRP must be linked to strategic planning, according to the literature on strategy and management, and HRP integration with the strategic planning process leads to a sustainable competitive advantage for a business (Bagheri, 2016). Schmidt, Willness, Jones, and Bourdage (2018) investigated the influence of job-level strategic HRM differentiation and discovered that lesser HR system investment leads to more turnover and worse organizational citizenship behavior among employees.

The strategic planning process and HRP are two sorts of relationships that can be identified. The first is the administrative relationship, which develops from typical strategic planning roles and routines. The one-way connection is the second, in which HRM responds by assisting strategic initiatives and programs. The third is the two-way relationship, which is exemplified by the

interrelationships and dependencies that exist between the strategic planning and HRM planning processes. The integrative and consensual relationship is the fourth. The establishment of this partnership is the first step toward HR strategic planning (Teo & Rodwell, 2003).

Coda, César, de Souza Bido, and Louffat (2009) intended to determine the actuality of SHRM's function and the impact of its application in both nations, while Syedjavadin, S. R., & Zadeh, M. H. (2009). focused on comparing HR strategies. There was no link between strategic planning and strategic HR planning, according to the study. Karadjova-Stoev and Mujtaba (2016) investigated HRM's strategic role and engagement in Disney Europe, as well as its impact on the strategic planning process's success. In comparison to the United States of America, the study concluded that the company's efforts in Europe were more successful due to a lack of strategic participation.

2.2.7 Role of strategic Human Resource Planning

Huselid (1995) emphasized that implementing best practices in the selection and inflow of top-quality skill sets will bring value to the organization's skills inventory. He also emphasized the importance of training as a balance of selecting procedures that may be used to match the business culture and employee behavior to create favorable outcomes.

According to Wright et al. (2003), if a proper performance management system is in place and is supported by a payment system related to the performance management system, an employee will exert discretionary effort. The term "job definition" refers to a combination of the terms "job description" and "job specification." It specifies the duties, responsibilities, working conditions, and expected skills of a person who performs the job (Qureshi M Tahir, 2006). While studying the productivity of steel employees, Ichniowski (1995) discovered that a complimentary HR practice system had an impact on workers' performance. Collins (2005) discovered that good HR procedures have a considerable impact on employee outcomes in a similar study aimed at small businesses (employee outcomes used by them were different than ours).

2.2.8 Factors that influence strategic HR planning

Internal and external factors affect strategic Human Resource Planning, according to Dialoke (2016). Government policies, changes in the political climate, and economic factors such as inflation, deflation, and economic recession are examples of external factors. Changes in technology, competition among companies in the same industry, availability of competent individuals, changes in the educational environment, demographic characteristics, time frame, and

a lack of planning culture, to name a few, are all factors to consider. Finance, organizational structure, organizational scale, firm expansion and diversification, changes in operational time, responsiveness to business development, and labor turnover are all internal issues.

2.2.9 Challenges of human resource planning

Human resource planning is beset by a slew of issues, many of which present planners with obstacles. Forecasting the firm's macroenvironment, gathering information about the workforce in each institution, accurate information, and analysis on personnel costs, information about labor laws and regulations, the existing personnel policies of each institution, the capacity to understand new job competencies and develop new staff roles and training for employees, mechanisms for improving organizational and employee performance are just a few of the major challenges.

The dynamic nature of the corporate planning environment, particularly in terms of human resource planning, makes forecasting the future condition of affairs extremely challenging. As a result, the human resource planning horizon is shrinking and becoming less precise than in previous years.

Planners are being forced to build more flexible planning scenarios that lead to contingent plans (Shannon,2003).

2.2.7 Organizational performance

Organizational performance is widely regarded as one of the most important concepts in management and as a broad concept that encompasses a wide range of methodologies created by experts to explain and measure organizational performance (Abdallah & Matsui, 2009; G. Lee, S. Lee, Malatesta, & Fernandez, 2019). There is no agreement among researchers on the definition of performance, or this difference is due to the various viewpoints of thinkers and people interested in this field, and the differences in their objectives are anticipated to formulate a definite definition of this term; Others want to consider the performance of the concept of organizational, social, and economic aspects (Al-Mahasneh, 2013; Abu Nimeh, Abdallah, & Sweis, 2018). Some started with a quantitative concept (numbers and proportions), such as the preference for technical means in loading, while others want to consider the performance of the concept of organizational, social, and economic aspects (Al-Mahasneh, 2013; Abu Nimeh, Abdallah), & The ability to retain profitability and long-term market share, as well as competitiveness in comparison to other businesses, are two criteria that can be used to assess an organization's performance. Staff

commitment has become the primary focus of strategic organizational alignment because of rising staff turnover (Suifan, Diab, & Abdallah, 2017).

The process of determining, analyzing, and maximizing the performance of individuals and teams to align performance with the organization's strategic objectives is known as performance management (PM) (Aguinis, 2013, p. 2). (Ramataboe & Lues, 2018). Performance management (PM) is an integrated and structured collection of guidance systems and employee performance reviews. The efficiency and efficacy of transformational processes at each level of an organization are also important to organizational performance because they represent the amount to which an organization is used to achieve its objectives. In the hunt for performance, analyses focus on three levels: strategic group level, organizational level, and industrial level (Anwar, 2019).

Furthermore, organizational performance is seen as a fundamental notion, the ultimate dependent variable, and a pervasive phenomenon in all fields and areas of managerial research (Alrowwad, Obeidat, Tarhini, & Aqqad, 2017). The discrepancies in performance concepts arise from the various criteria and standards utilized in performance research, as well as the measurements employed by managers and organizations (Al-ma'ani, Al-Qudah, & Shrouf, 2019). In its most basic form, performance refers to the organization's targeted outcomes (Alqutub, 2012; Awad, Al-Zu'bi, & Abdallah, 2016). One of the most important characteristics of organizational performance is the ability to maintain stability and continuity of work through accumulated experiences and previous experiments that enrich the organization, as well as the ability to pass these experiences down from generation to generation so that the organization is unaffected by the absence of or a change in leadership (Abdallah & Matsui, 2008). According to Wójcik (2015), the focus of future competitive business strategies will be on an organization's ability to renew itself internally, particularly in HR, where a systematic work analysis can enhance the learning experience and embrace discovered knowledge, as well as drive organizations to revitalize their work and achieve significant performance improvements (Ramanathan & Sharma, 2017; Saffar & Obeidat, 2019). Although human resources (HR) are a key source for maintaining competitiveness, in the public sector, insufficient attention has been made to employment levels and their impact on organizational performance (Park, 2019). Many studies have shown the value of HRM systems or practices, and various recruitment models have been developed in the private sector literature to determine the optimal employment level based on a management review of functional characteristics and their impact on organizational performance (Siebert & Zubanov, 2009).

- Organizational success can be measured in numerous ways. Profitability, societal good (good reputation), security of employment for the firm's personnel, providing a satisfying return on investment, innovativeness in processes and products, Customer Satisfaction, Employee Satisfaction, Growth of Market Share, Environmental contributions (both positive and negative), Technological leading edge, and commitment are all performance indicators that an organization can use.
- Organizational performance Quality Service, Innovation, and Employee Satisfaction are dependent factors.

2.3 Empirical Literature Review

2.3.1 Strategic human resources planning (SHRP) and organizational performance

HR is a critical component of company performance and goal achievement. Because of the quick changes and challenges that businesses face, there is a greater demand for HR strategic planning to assist them in meeting these challenges. HRP is the process of examining and identifying the organization's human resource requirements (Kattab, 2003).

HR programs such as planning, record-keeping, recruiting, selection, training, employee relations, and remuneration are typical activities. According to Lucier (2009), the HRM process entails planning to attract, develop, and retain people. HRP is defined by Bratton and Gold (2007) as "a systematic forecasting process related to future demand and supply of staff, as well as the dissemination of their talents within the organization's strategic objectives." HRP, according to Werner and DeSimone (2006), will assist firms in predicting how changes would affect their strategy and HR demands. Given the fast changes in external market requirements, planning a company's staff needs is very vital. As a result, the quantitative and qualitative needs of an organization's HR strategy must be evaluated against what is currently available and what may be accessible in the future (Bhatia, 2007).

Strategic HRP is vital in determining performance and results in standards, thus it must be compared to the standard so HR managers can see how their department and the organization are progressing toward their objectives. As a result, HR managers must demonstrate a return on investment for the company through strategic actions (Sullivan & Richardson, 2011).

Councils can use effective workforce planning to identify and plan how to handle the issues and objectives of their current and future workforces. It also provides a solid foundation for creating a successful workforce strategy. In addition, workforce planning necessitates the creation of strategies to meet these needs, which involves determining future actions to recruit and retain the appropriate quantity and type of people (Sloan, 2010).

HR personnel should consult the approved workforce planning strategy when preparing for investment in HR development and performance to learn more about planned workforce growth and whether staff career development possibilities are limited. As a result, the company should explore measures focused on retaining employees, particularly if it is experiencing poor growth. Staff performance appraisals are conducted in a practical environment related to the organization's theme plan, which serves as the scientific foundation for the organization's everyday operations.

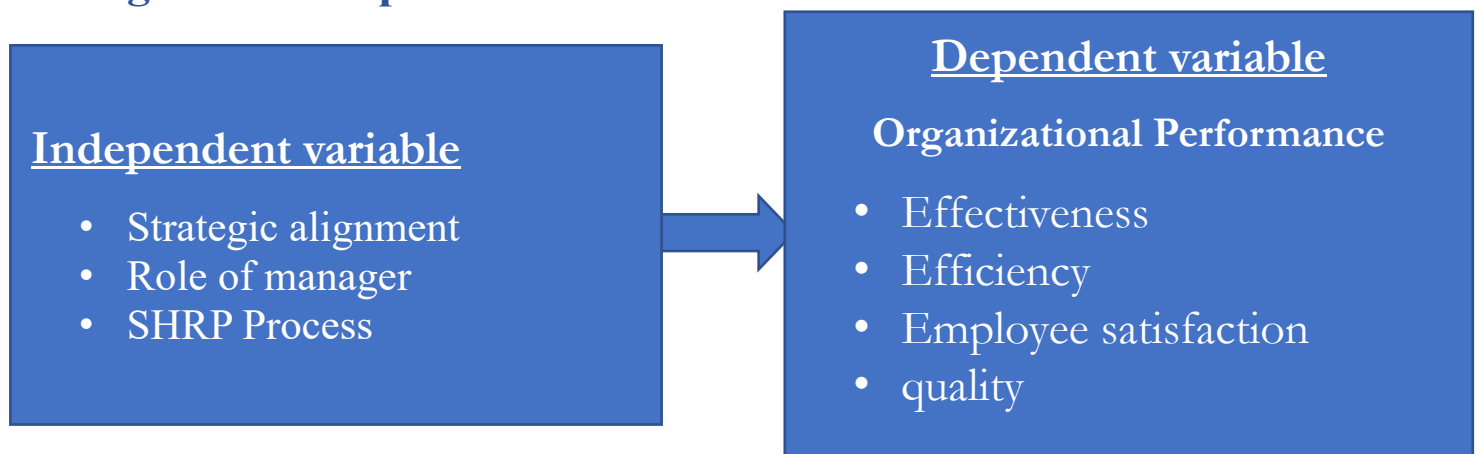
The impact of bundles of strategic human resource management strategies on the performance of European enterprises was the subject of a study undertaken by Gooderham and colleagues (2008). The fundamental goal of this research is to compare the influence on company performance of bundles of both calculative and collaborative HRM approaches. The researchers examined cross-sectional data from the Crane HRM survey, which took place in 16 European nations in 1999. The survey's general goal was to send adequately translated questionnaires to human resource managers in representative national samples of companies with over 100 workers. Following a factor analysis of 80 HRM activities, 15 bundles of HRM practices were found and categorized as "calculative," "collaborative," or "intermediary." Controlling for variables like firm strategy, firm size, market conditions, and degree of unionization, as well as industry and country, the findings show that while five of the six calculative practices and two of the three intermediary practices have a significant impact on performance, none of the six collaborative practices do. It was also pointed out that HRM had little impact on overall performance.

In the same year, Katou (2008) conducted research on the impact of HRM on organizational performance. The goal of this study was to determine the impact of human resource management on organizational performance in Greece. The essential data was acquired from 178 organizations in the Greek manufacturing sector via a questionnaire survey and analyzed using the 'structural equation modeling approach. The findings showed that the link between HRM policies (resourcing and development, remuneration and incentives, engagement, and job design) and organizational performance is partially mediated by HRM outcomes (skills, attitudes, and behavior) and impacted

by business strategies (cost, quality, innovation). As a result, the study's contribution to academics and practitioners is that HRM policies linked to business objectives have an impact on organizational performance via HRM outcomes.

In Kenya's county government, Mbiu and Nzulwa (2018) investigated the impact of human resource planning on staff productivity. Their findings revealed a positive substantial association between the Council of Governors of Kenya's recruitment and deployment, training and development, talent retention, succession planning, and performance.

Fig 2.1: Conceptual framework



Source: Own construct based on Literature

CHAPTER THREE:

RESEARCH METHODOLOGY

3.1. Research Design and Approach

This study used an explanatory research design that combined quantitative and qualitative data. The convergent mixed technique will be used by the researcher to gather, analyze, and combine qualitative and quantitative data. This design was chosen because it helps to describe the existing effect of strategic human resource planning on organizational performance in the Information Network Security Administration.

The Effect of strategic human resource planning on organizational performance has not been widely investigated in the context of the Information Network Security Administration. This form of research model is meant to aid researchers in better understanding the problem, determining how and why things happen, better explaining the study's components, and providing details. It may also aid in laying the groundwork for various inquiries and deciding on a data collection method.

This study employed a mixed (qualitative and quantitative) research design. Mixing both approaches is recommended to offset the weaknesses of the approaches and to benefit from their strength. With due respect, the qualitative method is appropriate to study the selected issues in-depth and to assess the attitudes and opinions of the respondents. It seeks a better understanding of complex situations and is often descriptive. On the other hand, the quantitative method helps to generate extensive information (breadth) and provides results that can be condensed to statistics (Leech & Onwuegbuzie, 2006).

3.2. Target Population and Sampling

3.2.1. Target Population

The target population for the study was directors, human resource managers, and employees who work at 3 main directorates of Administration.

3.2.2. Sampling techniques and sample size

The researcher employed stratified sampling strategies for this investigation. Stratified sampling refers to selecting a sample based on the homogeneity of the population sample, whereas purposive

sampling selects items from the population on purpose. While stratified sampling techniques are used to select employees from different departments of the agency.

In addition, the researchers will consider all directors and HR managers for the interview. Accordingly, 7 directors and 5 HR managers at a different levels were selected for the interview.

Table 3.1 The Study's Total Population and Sample

Location	Diparetmanet	Employees for Questionaries		From 3 main Directorates for Interview		HR managers For Interview	
		Population	Sample	Population	Sample	Population	Sample
Head Office	Cyber security directorate	455	$455/1+1000(0.05)^2=130$	14	7	5	All managers have taken from 5 HR directorates
	Integrated Support Sector Directorate	245	$245/1+1000(0.05)^2=70$				
	Technical Information Directorate	300	$300/1+1000(0.05)^2=86$				
	Total	1000	286				

Source: Obtained from human resource directorate of Information Network Security Administration (December 2021)

Yamane (1967:886) provides a simplified formula to calculate sample sizes. This formula, which is illustrated below, is used to calculate the sample sizes in Tables 1 and 2. The equation is considered to have a 95% confidence level and a P-value of .5. Where n is the sample size, N denotes the population size, and e denotes the precision level.

$$n = \frac{N}{1+N(e^2)}$$

$$= \frac{1000}{1+1000(.05^2)} = 286$$

The study employs a proportionate stratified sampling technique to ensure that each stratum has a representative sample. The study then used a lottery sampling technique to select respondents from each group, giving each member in the category an equal chance.

3.3. Data sources and data collection instruments

3.3.1. Data Sources

The sources of the data in this study will be primary data collected using questionnaires and interviews with sampled employees.

3.3.2. Data collection instruments

Two types of data collection instruments will be used: questionnaires and interviews.

➤ Questionnaire

For this study, a close-ended questionnaire that was adopted and refined by the research based on the specific objectives of the study was used. Kotari (2004) who appears in the ability of the questionnaire to measure what we want it to measure is referred to as its internal validity. To put it another way, the results of our questionnaire accurately reflect the reality of the data we're collecting. Before one week of actual distribution, the study instrument check to ensure that respondents understood the questions and to detect any issues with the questionnaire that could lead to biased responses. Then a questionnaire was mailed by google form to the respondents assuming that chosen respondents may not be easily approachable at their office.

➤ Interview

As pointed out by Dawson (2002) and Kothari (2004), the personal interview method helps the researcher to ask questions generally in face-to-face contact with the person or persons. Accordingly, it has the advantage of the flexibility that it enables the researcher to reframe (modify) and further explain the questions to get important information. Furthermore, the interviewer can make the language easier for the respondents so that a misinterpretation is minimized. For this study, the interview is prepared based on the research questions and administered as open-ended with key informants. The Interview was conducted with 5 managers of the Agency. The total number of respondents for the interview was 5.

3.4. Data Analysis

The two main types of analysis are descriptive analysis and inferential analysis. Descriptive analysis is concerned with the creation of specific indices from raw data, whereas inferential statistics is concerned with the process of generalization.

Depending upon the nature of the problem under study both, quantitative and qualitative analyses were used.

➤ **Quantitative Data Analysis**

To summarize the quantitative (numerical) replies, descriptive statistics such as percentage, frequency, measures of central tendency, and measures of dispersion were utilized in tables and charts. In addition to correlation and regression analysis, SPSS (Statistical Package for Social Science) version 27.0 was used to analyze the link between each independent variable and the dependent variable, as well as the aggregate effect.

➤ **Qualitative Data Analysis**

The qualitative response such as perception, opinion, and attitude obtained using the closed-ended questionnaire was analyzed, described, and interpreted in the form of a statement.

3.5 Validity & 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 reliability coefficient that measures the internal consistency of a scale and is expressed as a value between 0 and 1. Reliabilities were checked, and they fall between 0.90 and 0.92, which is satisfactory for an exploratory study. The overall Cronbach alpha of the five scales used in this study is 0.916. This indicates the reliability of the scales is reasonably high thus, depicting high internal consistency among the measurement items.

Table 3.2 Scale Reliability

Cronbach's Alpha Test	N of Items
.916	45

Source: Own Survey, 2022.

3.6. Ethical Considerations

In the courses of this study, all requirements of the selected Administration and the research procedures of the Addis Ababa University were properly adhered to. Also, an oral consensus with all the participants and an official letter from the College of Business and Economics School of Commerce was submitted. The research was not including the name of the respondents and hardly any identification was used. All scientific evidence and supporting documents will be consulted and properly acknowledged. All participants in this study will appropriately get informed about the purpose of the research and their consent was secured before the commencement of data gathering processes.

CHAPTER FOUR

Data Analysis and Presentation

This chapter deals with the analysis and presentation of the quantitative data gathered from Information network security administration. The questionnaires are composed of close-ended questions which are summarized and presented quantitatively in tables using SPSS software (IBM SPSS statistics 20 Version). Google forms were used to disseminate questionnaires to 286 respondents; 11 questionnaire forms were not returned. The response rate was 96.1 percent, with 275 people participating.

Table 4.1 Demographical Respondents Rate

Variable	Description	Frequency	Percent %
Gender	Male	165	60
	Female	110	40
	Total	275	100
Age	18-25	21	7.6
	26-30	73	26.5
	31-40	125	45.6
	41-50	49	17.8
	50 and above	7	2.5
	Total	100.0	100.0
Level Of Education	BA/BSc	129	46.9
	College Diploma	23	8.4
	High School	1	.4
	Level I-IV	11	4.0
	MA/MSc	106	38.5
	PhD	5	1.8
	Total	100.0	100.0
Respondent Experience	0-1 years	10	3.6
	1-2 years	27	9.8
	2-4 years	91	33.1
	4-6years	98	35.6
	6 and above	49	17.8
	Total	100.0	100.0

Source: Own Survey, 2022.

As we can see from table 4.1, the first demographical part of the study was sex. There were 165 male respondents who represent 60% of the respondents and 110 females who cover 40% of the respondent. The majority of this study's respondents were represented males and the composition was relatively balanced.

The second demographical part of the study was age and there were Five groups of age. The first group age was classified between 18-25 and it covered 21 people and 7.6% of the total sample. The second age classification covers ages between 26-30, represents by 73 (26.5%) of the respondents, and the third age classification covers from 31-to 40 and there were 125 respondents on this age level which means 45.6% of the respondents, and forth age classification covers from 41- 50 and there were 49 respondents on this age level which means 17.8% of the respondents. The last age classification was age 50 and above there were 7 people (2.5%). The majority of the respondents fall under the age classification between 31-40.

Third, the study investigated the educational background of the respondents. 129 (46.9%) of the Sample respondents were first-degree holders. A master's degree is held by 106 respondents (38.5%). A college diploma is held by 23 (8.4%) of the sample respondents, while a Level I-IV diploma is held by 11 (4.0%), a Ph.D. is held by 5 (1.8%), and a high school diploma is held by 1 (0.4%). The majority of INSA respondents had a bachelor's or master's degree, indicating that the study's sample population has a higher educational background.

The fourth part of the demographical variables was respondent Experience held by employees. There were ten (3.6%) employees with 0-1 year of experience. In addition, 27 (9.8%) respondents had 1-2 years of experience. There were 91 (33.1 %) respondents with 2-4 years of experience. 98 (35.6%) of the respondents also had 4-6 years of experience, while 49 (17.8%) of the respondents had more than 6 years of experience. The majority have 4-6 years of experience.

4.2 Descriptive Statistics

The purpose of this study was to determine the effect of strategic human resource planning on the Information Network Security Administration's (INSA) organizational performance. On a five-point Likert scale ranging from least strongly disagree to most strongly agree, 275 people answered questions.

Note: 1, Strongly Disagree (SD), 2 Disagree(D), Neither Agree nor Disagree(N), Agree(A), Strongly Agree (SA).

Table 4.2 Alignment of strategic HR planning with corporate strategy

No	Items	SD		D		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	INSA has a clear vision, mission, and strategic goals.	2	.7	2	.7	5	1.8	252	91.6	14	5.1
2	There is clear alignment between the strategic HR plan and the corporate strategic goals of the agency.	3	1.1	238	86.5	15	2.5	18	6.5	1	.4
3	The current mission statement of the agency is compatible with the activities being carried on by the agency.	1	.4	7	2.5	230	83.6	35	12.7	2	.7
4	HR Strategies are cascaded down from the corporate strategies of the agency.	6	2.2	225	81.8	19	6.9	25	9.1	0	.0
Mean of Alignment		2.89									
Standard Deviation of Alignment		0.511									

Source: Own Survey, 2022.

As shown in the table above (Item 1), 252 (91.6%) of respondents agree that INSA has a clear vision, mission, and strategic goals, 14 (5.1%) strongly agree, and 5 (1.8%) are neutral that the demand is met at the appropriate moment. The remainder 9 (4.2%) were Neutral, 2 (0.7%) disagreed, and 2 (0.7%) Strongly disagreed. This means that most respondents believe the organization's vision, purpose, and strategic goals are clear.

On the same page (item 2), 238 employees disagree (86.5%) that the agency's corporate strategic goals and strategic HR strategy are incompatible. 3 (1.1%) strongly disagreed, while 15 people (2.5%) were neutral. 18 (6.5%) agree, whereas just 1 (0.4%) strongly agrees. There is a lack of alignment between the strategic HR plan and the administration's company strategic goals, according to the majority of replies.

When asked (Item-3) whether the administration's current mission statement is compatible with the agency's actions, 230 (83.6%) stated they are completely neutral, while 35 (12.7%) agreed that the present goal statement is compatible with the agency's activities. 2(0.7%) Strongly agree, 7(2.5%) strongly disagree, and 1 (0.4%) Strongly disagree. The present administration's mission

statement, according to the respondents, is compatible with the administration's current efforts; their opinions are neutral.

Lastly (Item-4), 225 (81.8%) Disagreed that HR Strategies are not cascaded down from the administration's corporate strategies, whereas 25 (9.1%) agreed, 19 (6.9%) neither agreed nor disagreed, and 6 (2.2%) Strongly disagreed. In general, the majority of respondents stated that HR Strategies did not cascade from the corporate strategies of the administration.

The overall mean score of Alignment of strategic HR. planning with corporate strategy was 2.89, as shown in Table 4.2 Alignment of strategic HR. planning with corporate strategy. This implies that the respondent disagrees with the items, indicating that the SHRP's alignment with the broader plan is not fully implemented or needs improvement in the company.

Table 4.3 The role of top and middle management

No	Items	SD		D		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
	The role of top and middle management										
1	Top managers have engaged in Strategic Analysis and identified strategic HR issues	3	1.1	187	68.0	23	8.4	62	22.5	0	.0
2	Middle managers understand the company's mission and values.	1	.4	10	3.6	10	3.6	253	92.0	1	.4
3	Middle managers understand the HRM department's mission and values.	7	2.5	225	81.8	18	6.5	25	9.1	0	.0
4	Both Top and Middle managers understand the challenges facing the HRM department.	3	1.1	240	87.3	18	6.5	14	5.1	0	.0
5	Top managers monitor and evaluate progress toward the achievement of strategic objectives.	1	.4	222	80.7	21	7.6	31	11.3	0	.0
Mean of role of top and middle mgt		2.61									
Standard Deviation of role of top and middle mgt		0.623									

Source: Own Survey, 2022.

In the first question (Item-1) respondents were asked about Top managers to have engaged in Strategic Analysis and identified strategic HR issues and the majority 187(68.0%) responded that they disagree and 62(22.4%) responded they agree with that manager to have engaged in Strategic

Analysis and identified strategic HR issues, while the remaining 23(8.4%) responded neutrally and 3(1.1%) were Strongly Disagree. This suggests that the administration is not engaged with top managers on strategic human resource issues.

Respondents also asked (Item-2) to respond for Middle managers understand the company's mission and values, 253(90.0%) responded they are Agree and 10(3.6%) were disagreed with what understand and the remaining 10(3.6%) were neutral,1(0.4%) Strongly Disagree and1(0.4%) Strongly Agreed. This data shows that the Middle managers understand the company's mission and values.

Concerning about (Item-3) Middle managers understand the HRM department's mission and values., On the one hand, 225 (81.8%) of respondents disagree that middle managers are aware of the HRM department's mission and values, while 25 (9.1%) Agreed. 18 (6.5%) of respondents said they were Neutral, while 7 (2.5%) said they strongly disagreed. According to the study, middle managers are uninformed of the HRM department's mission and values.

Similarly (Item-4), respondents were asked to reply for both top and middle management's understanding of the HRM department's issues., 240 (87.3%) said they disagree, 18 (6.5%) said they were neutral, 14 (5.1%) said they agreed, and 3 (1.1%) said they strongly disagreed with the challenges. It implies that both top and middle management are unaware of the difficulties confronting the HRM department.

Finally (Item-5), 222 (80.7%) Disagreed that top managers monitor and evaluate progress toward achieving strategic objectives, whereas 31 (11.3%) agreed, 21 (7.6%) neither agreed nor disagreed, and 1 (0.4%) strongly disagreed. Many respondents claimed that top managers do not monitor or evaluate progress toward the administration's strategic objectives.

The overall mean score of top and intermediate management roles was 2.61, as shown in Table 4.3 role of top and medium management. This means the answer disagrees with the items, meaning that the company's top and middle management responsibilities aren't being used correctly or should be improved.

Table 4.4 Challenges of Strategic Human Resource Planning

No	Items	SD		D		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
	Challenges of Strategic Human Resource Planning										
1	There is Management support to the implementation of the strategic HR plan.	2	.7	237	86.2	12	4.4	23	8.4	1	.4
2	There is a knowledge gap among HR staff to prepare strategic human resource planning.	0	.0	221	80.4	14	5.1	34	12.4	6	2.2
3	There is HR Department commitment to implement the strategic plan.	1	.4	123	44.7	15	5.5	133	48.4	3	1.1
4	There is necessary data and information during formulation of strategic HR plan.	2	.7	235	85.5	15	5.5	18	6.5	5	1.8
5	There is alignment between HR department and other departments to implement the strategic plan.	4	1.5	243	88.4	13	4.7	15	5.5	0	.0
6	There is involvement of operation managers	1	.4	14	5.1	175	63.6	85	30.9	0	.0
Mean of Challenges of SHRP		2.54									
Standard Deviation of Challenges of SHRP		0.686									

Source: Own Survey, 2022.

(Item-1) There is management support for the strategic HR strategy implementation, respondents were asked. Disagree was chosen by 237 respondents (86.2%). While 23 (8.4%) said they agree, 2 (0.7%) said they strongly disagree, and 1 (0.4%) said they strongly agree. The remaining 4.4 %, or 12 People, are Neutral. The results show that many people believe There is no management support for the strategic HR plan's implementation.

There is a knowledge deficit among HR personnel to develop strategic human resource planning. was the Third item offered under Challenges of Strategic Human Resource Planning, and 221 (80.4 %) disagreed and 34 (12.4%) agreed. 14 (5.1%) were neutral, while 6 (2.2%) were strongly agree. We may conclude that most HR professionals believe there is no knowledge gap in preparing strategic human resource planning.

The third item recommended under Strategy Human Resource Planning Challenges was HR Department commitment to implement the strategic plan, with 133 (48.4%) agreeing and 123 (44.7%) disagreeing. 15 (5.5%) were neutral, while 3 (1.1%) were strongly agree. The remaining 1 (0.4%) strongly disagrees. the majority of believing there is a commitment to implement the strategic plan.

Respondents were also asked how they felt about the question, "There is sufficient data and information during the design of strategic HR plan." 235 (85.5%) stated they disagreed with the challenges, 18 (6.5%) said they agreed, 15 (5.5%) said they were neutral, 2 (0.7%) said they Strongly disagreed, and 5 (1.8%) said they Strongly agreed. It suggests that no relevant data and information are available during the development of a strategic HR plan.

Concerning (Item-5): The HR department and other departments are working together to implement the strategic plan. On the one hand, 243 respondents (88.4%) disagree, while 15 respondents (5.5%) agree. 13 people (4.7%) stated they were neutral, while 4 people (1.5%) said they strongly disagreed. According to the report, there is no coordination between HR and other departments to carry out the strategic plan.

Finally, 175 (63.6 percent) were neutral about operation managers' involvement, whereas 85 (30.9 percent) agreed, 14 (5.1 percent) disagreed, and 1 (0.4 percent) strongly disagreed. Many responses were ambivalent on whether or not operation managers are involved.

Table 4.4 Challenges of Strategic Human Resource Planning shows that the total mean score for Challenges of Strategic Human Resource Planning was 2.54. This indicates that the answer differs from the items, implying that the Challenges of Strategic Human Resource Planning are not being used correctly or should be improved.

Table 4.5 Effects of Strategic HRP on organizational performance

No	Items	SD		D		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
	Effects of Strategic HRP on organizational performance										
1	The alignment of strategic HR planning with the department's employee requirement	4	1.5	222	80.7	14	5.1	35	12.7	0	.0
2	HR strategic planning on the effect on career development of each employee	1	0.4	14	5.1	11	4.0	246	89.5	3	1.1
3	Effects of employee outcomes (employee performance, job satisfaction,) with the application if strategic HR planning	0	0	13	4.7	12	4.4	244	88.7	6	2.2
4	The department's performance growth effect with the application of strategic planning	0	0	9	3.3	20	7.3	242	88.0	4	1.5
Mean of Effects of Strategic HRP on op		3.48									
Standard Deviation of Effects of Strategic HRP on op		0.541									

Source: Own Survey, 2022.

As shown in the table above, 222 (80.7 percent) respondents disagreed regarding the alignment of strategic HR planning with the department's employee requirements, while 35 (12.7%) agreed, 14 (5.1 percent) remained neutral, and 4 (1.5 percent) strongly disagreed. This demonstrates that strategic HR strategy is not aligned with the department's employee requirements.

The majority of 246 (89.5 percent) agreed with the statement "HR strategic planning on the effect on each employee's career development." 14 (5.1%) said they disagreed, 11 (4.0%) said they were neutral, 3 (1.1%) said they strongly agreed, and 1 (0.4%) said they firmly disagreed. The majority of respondents believe that HR strategic planning has an impact on employee career development.

Respondents were also asked about the impact of employee outcomes (employee performance, job satisfaction) on strategic HR planning, with 244 (88.4%) agreed and 13 (4.7%) disagreed. 12 (4.4%) were Neutral, whereas 6(2.2%) Employee outcomes (employee performance, job satisfaction,) are influenced by strategic HR planning, according to the above analysis.

Finally, the sentence "The department's performance growth effect with strategic planning" was raised. 242 (88.0%) agreed, compared to 9 (3.3%) who disagreed, 20 (7.3%) who were neutral,

and 4 (1.5%) who strongly agreed. The majority of responders indicate that strategic planning has a positive impact on the department's performance.

The total mean score for Effects of Strategic HRP on organizational performance is 3.48, as shown in Table 4.5 Effects of Strategic HRP on organizational performance. This means that the respondents agree on the items, indicating that strategic human resource planning influences organizational performance, and that the organization should recognize and improve the effects of SHRP.

Table 4.6 Organizational Performance

No	Items	SD		D		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
	Organizational Performance										
1	The agency running smoothly	3	1.1	14	5.1	239	86.9	18	6.5	1	.4
2	the agency achieved the objectives	4	1.5	12	4.4	233	84.7	26	9.5	0	.0
3	Is the agency well-liked by its employees	6	2.2	29	10.5	187	68.0	52	18.9	1	.4
4	Building leadership capacity for now and the future	5	1.8	63	22.9	52	18.9	152	55.3	3	1.1
5	Employee turnover high	6	2.2	7	2.5	10	3.6	57	20.7	195	70.9
6	Developing productive, performance-based work environments	2	.7	12	4.4	24	8.7	234	85.1	3	1.1
7	Is the agency more competitive?	3	1.1	15	5.5	38	13.8	218	79.3	1	.4
8	Is the agency more innovative?	3	1.1	39	14.2	45	16.4	188	68.4	0	.0
Mean Organizational Performance		3.5									
Standard Deviation Organizational Performance		0.649									

Source: Own Survey, 2022.

When asked if the agency was working smoothly, 239 (32.4%) of respondents responded neutrally. While 18 (6.5%) said they agreed, 14 (5.1%) said they disagreed, and 3 (1.1%) said they severely disagreed. The remaining 0.4 percent, or 1 percent, continue to strongly agree. The result indicates that the majority thinks their opinions are neutral about the agency running smoothly.

The second statement presented is that the agency met its objectives, with 233 (84.7%) neutral and 26 (9.5%) agreeing. 12 (4.4%) people disagreed, and 4 (1.5%) strongly disagreed. We can conclude that the majority of respondents believe the agency met its objectives and that their opinions are neutral.

Respondents were once again asked to fill in their thoughts on Is the agency well-liked by its employees. 187 (68.0%) said they were neutral, while 52(18.9%) said they agreed. 29(10.5%) said they disagreed. 6 (2.2%) stated they strongly disagreed. The remaining 0.4 percent, or 1%, remain strongly in agreement. Many respondents say the agency is well-liked by its employees, and their sentiments are impartial.

From the 152 responses, 55.3% agree on the subject "Building leadership ability for now and the future," 63(22.9%) disagree, 52(18.9) are neither agree nor disagree, and 5 (1.8%) strongly disagree. The remaining 3(1.1%) are Strongly in agreement. The results show that the majority of people agree on the need of developing leadership skills today and in the future.

The respondent's level of "Employee turnover high" were 195(70.9%) responded Strongly agreed that there is high turnover of employees in the administration and 57(20.7%) were responded Agree. 10(3.6%) of the respondent were neutral and 7(2.5%) Were disagreed,6(2.2%) Strongly disagree. The results show that the majority of people agree on the Employee turnover is high.

The percentage of respondents who said "Employee turnover is high" was 195 (70.9%) Strongly agree. The administration has a large turnover of staff, according to 57 (20.7%) of respondents Agree. 10(3.6%) of respondents were Neutral,7(2.5%) was disagreed, and 6(2.2%) were strongly disagreed. According to the findings, the majority of respondents agree that employee turnover is high.

When asked if they agreed or disagreed with developing productive, performance-based work environments, 234 (85.1%) agreed and 24 (8.7%) disagreed. 12 (4.4%) disagreed, with 2 (0.7%) strongly disagreeing and 3 (1.1%) strongly agreeing. According to the findings, the majority of respondents agree on the importance of creating productive, performance-based work environments.

When asked whether the agency is more competitive, 218(79.3%) Agree. On the other hand, 38 (13.8%) remained neutral. 15 (5.5%) of respondents disagreed, 3 (1.1%) strongly disagreed, and 1

(0.4%) strongly agreed. The majority of respondents agree that the administration is commutative, according to the given facts.

“Is the agency more innovative?” statement responded agreed by 188(68.4%) and disagree by 39(14.2%). 45(16.4%) were neutral, 3(1.1%) were strongly agreed. This shows that most respondents think the company is more innovative.

Finally, 188(68.4%) agreed and 39(14.2%) disagreed with the statement "Is the agency more innovative?". 45(16.4%) were Neutral, while 3(1.1%) strongly agreed. The majority of respondents believe the administration should be more inventive.

Table 4.6 organizational performance reveals that the total mean organizational performance score was 3.5. This suggests that the respondent's reaction is neutral. This demonstrates that the respondent has no opinion about the organization's performance, so the organization should discover the gaps and improve.

Table 4.7 Perceptions on Strategic Human Resource Practices

No	Items	SD		D		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
	Perceptions on strategic human resource practices										
1	INSA has a well-thought-out Strategic human resource planning	4	1.5	231	84.0	18	6.5	21	7.6	1	.4
2	The Agency has put in place a good system for preparing the strategic human resource plan.	2	.7	241	87.6	16	5.8	15	5.5	1	.4
3	The Agency has engaged in and undertaken a strategic HR planning process.	3	1.1	233	84.7	18	6.5	20	7.3	1	.4
4	The strategic HR planning process is participatory, and employees are involved adequately in the process of strategy planning	10	3.6	239	86.9	12	4.4	14	5.1	0	.0
5	The strategic HR plan exhaustively analyzed the SWOT analysis (Strength, Weakness, Opportunity, and Threat) of the organization.	6	2.2	234	85.1	18	6.5	17	6.2	0	.0
6	HR strategic plan adequately incorporates issues regarding strategic budgeting.	5	1.8	228	82.9	26	9.5	14	5.1	2	.7
7	The strategic HR Planning adequately incorporates all HR strategic issues.	6	2.2	237	86.2	18	6.5	14	5.1	0	.0
8	The strategic HR plan is well aligned with the agency objectives	1	.4	239	86.9	12	4.4	22	8.0	1	.4
Mean Perceptions on strategic human resource practices		2.18									
Standard Deviation Perceptions on SHR practices		0.566									

Source: Own Survey, 2022.

(Item-1) Respondents were asked if INSA has a well-thought-out strategic human resource planning. 231(84.0%) said they disagree. While 21 (7.6%) said they agree, 4 (1.5%) said they strongly disagree, and one percent (0.4%) said they strongly agree. The remaining 18 (6.5 %) are Neutral. The findings reveal that most respondents believe INSA lacks a well-thought-out strategic human resource planning.

The majority of 241 people (87.6%) disagreed with the statement " The Agency has put in place a good system for preparing the strategic human resource plan." 15 (5.5%) said they agreed, 16

(5.7%) said they were neutral, 2 (0.7%) said they strongly disagreed, and 1 (0.4%) said they strongly disagreed. Many respondents say there is no effective framework for developing a strategic human resource plan.

Respondents were asked to elaborate on whether the Agency had engaged in and completed a strategic HR planning process. 233(84.7%) disagreed, whereas 20 (7.3%) agreed.18 (6.5%) indicated they were neutral, while 3 (1.1%) said they strongly disagreed. The remaining 1(0.4%) expressed strong agreement. Most respondents claim the Agency is not involved in strategic HR planning process.

From the 239 responses, 86.9% Disagree on the subject " The strategic HR planning process is participatory, and employees are involved adequately in the process of strategy planning," 14 (5.1%) Agree, 12(4.4%) are neither agree nor disagree, and 10(3.6%) strongly disagree. The findings reveal that the majority of people disagree that the strategic HR planning process is participative and those employees are appropriately involved in the strategy planning process.

For the sentence "The strategic HR plan thoroughly examined the organization's SWOT analysis (Strength, Weakness, Opportunity, and Threat)," 234 (85.1%) of respondents disagreed with the statement, while 17 (59.1%) agreed, with 6 (2.2%) strongly disagreeing. 18 people (6.5%) said they were neutral. This shows that the organization's SWOT analysis (Strength, Weakness, Opportunity, and Threat) was not thoroughly examined in the strategic HR plan.

When asked if they agreed or disagreed with the concept of an HR strategic plan that adequately incorporates issues regarding strategic budgeting, 228 (82.9%) Disagreed and 14 (5.1%) agreed. 26 (9.5%) of respondents were neutral, with 5 (1.8%) opposing strongly and 2 (0.7%) strongly agreeing. Most respondents disagree that the HR strategic plan appropriately addresses strategic budgetary challenges.

For the statement " The strategic HR Planning adequately incorporates all HR strategic issues.," 237 (86.2%) of respondents disagreed. and 14 (5.1%) agreed, with 6 (2.2%) strongly disagreeing. The remaining 18 (6.5%) were undecided. The results show that the existing strategic HR planning does not adequately address all HR strategic challenges.

Finally, 239(86.9%) disagreed, while 22(8.0%) agreed, with the statement "The strategic HR plan is closely integrated with the agency objectives." 12 (4.4%) were undecided, with 1 (0.4%)

strongly agreeing and 1 (0.4%) strongly disagreeing. Most respondents thought the administration's strategic HR plan did not align with the agency's objectives.

The overall mean score for Perceptions on strategic human resource procedures was 2.18, as shown in Table 4.7. This implies that the responder disagrees with the items, indicating that the organization's Perceptions of strategic human resource practices are either not fully implemented or require significant improvement.

Table 4.8 Strategic Human Resource Planning Implementation

No	Items	SD		D		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
	Strategic Human Resource Planning Implementation										
1	The Agency significantly uses strategic HR plan to make HR-related decisions.	3	1.1	142	51.6	19	6.9	111	40.4	0	.0
2	The Agency is committed to provide all financial support necessary for the implementation of the HR strategic plan.	3	1.1	237	86.2	15	5.5	18	6.5	2	.7
3	There is sense of ownership among senior management towards the strategic HR plan and committed to implement the HR strategic initiatives.	6	2.2	233	84.7	19	6.9	15	5.5	2	.7
4	HR Staffs are well motivated to maintain and support the implementation of strategic initiatives.	3	1.1	102	37.1	149	54.2	19	6.9	2	.7
5	The current organizational structure of HR Department is appropriate and enables the implementation of HR strategic plan.	4	1.5	71	25.8	15	5.5	185	67.3	0	.0
6	The current HR experts and staffs are capable of planning, managing, and implementing HR strategic plan.	3	1.1	98	35.6	19	6.9	154	56.0	1	.4
Mean SHR Planning Implementation		2.75									
Standard Deviation SHR Planning Implementation		0.782									

Source: Own Survey, 2022.

As shown in the above table, 142(51.6%) respondents were disagreeing about The Agency significantly uses strategic HR plan to make HR-related decisions and 111(40.4%) agreed and

3(1.1%) were strongly disagreed but 19(6.9%) remain neutral. This shows that there are not significantly uses strategic HR plan to make HR-related decisions.

For the statement “The Agency is committed to provide all financial support necessary for the implementation of the HR strategic plan.” the majority 237(86.2%) disagree and 18(6.5%) agreed on the statement and 3(1.1%) were strongly disagreed,2(0.7%) was strongly agreed remain 15(5.5%) were neutral. It indicates that the majority respondents think there is no financial support necessary for the implementation of the HR strategic plan.

Respondents also were asked about There is sense of ownership among senior management towards the strategic HR plan and committed to implement the HR strategic initiatives., 233 (84.7%) disagreed, 15 (5.5 %) agreed, 6 (2.2%) severely disagreed, 2 (0.7 %) strongly agreed, and remained 19 (6.9%) neutral. According to the findings, the majority of respondents disagree with senior management's sense of ownership of the strategic HR plan and are dedicated to implementing HR strategic initiatives.

The next item presented to the respondent was that HR staffs are well motivated to maintain and support the implementation of strategic goals.,149(54.2%) of respondents were neutral on motivation. Whereas 102 (37.1%) were disagreed, 19 (6.9%) were agreed, 3 (1.1%) were strongly disagreed, and 2 (0.7%) were strongly agreed. This indicates that many respondents are neutral on HR Staffs are well motivated to maintain and support the implementation of strategic initiatives.

Concerning whether the existing organizational structure of the HR Department is acceptable and supports the implementation of the HR strategic plan, 185 (67.3 %) respondents said they agreed with the structure. On the other hand, 71(25.8%) disagreed, 4 (1.5%) strongly disagreeing. Only 15 (5.5%) of the respondents remained neutral. According to the data above, most respondents believe the HR Department's existing organizational structure is adequate and allows for the implementation of the HR strategic plan.

The final question on Implementation were intended to see about the current HR experts and staffs are capable of planning, managing, and implementing HR strategic plan. 154 (56.0%) agree, 98 (35.6%) disagree, 3 (1.1%) strongly disagree, and 1 (0.4%) strongly agree. Only 19 people (6.9%) said they didn't agree or disagree. According to the information shown above, modern HR professionals and personnel are competent of designing, administering, and implementing HR strategic plans.

The overall mean score for evaluating Strategic Human Resource Planning was 2.75, as shown in Table 4.8 Strategic Human Resource Planning Implementation. This indicates that the respondent disagrees with the items, implying that SHRP implementation isn't complete or needs to be improved in the organization.

Table 4.9 Strategic Human Resource Planning Evaluation

No	Items	SD		D		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
	Strategic Human Resource Planning Evaluation										
1	There is a comprehensive and adequate monitoring and evaluation mechanism for Strategic HR plan implementation.	5	1.8	237	86.2	19	6.9	14	5.1	0	.0
2	There is an efficient data collection mechanism for monitoring and evaluating the implementation of a strategic HR plan	6	2.2	242	88.0	17	6.2	10	3.6	0	.0
3	There is consistent and continuous strategic HR plan evaluation	6	2.2	235	85.5	23	8.4	10	3.6	1	.4
4	Corrective and preventive measures are identified and implemented for the effective execution of the HR strategic plan.	4	1.5	241	87.6	17	6.2	11	4.0	2	.7
Mean SHR Planning Evaluation		0.507									
Standard Deviation SHR Planning Evaluation		2.14									

Source: Own Survey, 2022.

As stated in the table above (Item 1), 237 (86.2%) of respondents disagree about a thorough and adequate monitoring and assessment method for the implementation of a Strategic HR plan, 19 (6.9%) are neutral, and 14 (5.1%) agree. The remaining 5 (1.8%) were Strongly disagreed. This indicates that many respondents disagree regarding the execution of a complete and adequate monitoring and evaluation framework for the Strategic HR plan.

The topic of whether there is an efficient data gathering method for monitoring and evaluating the implementation of a strategic HR plan was also questioned (Item-2). There were 242 (88.0%) who disagreed, 17 (6.2%) who were neutral, and 6 (2.2%) who strongly disagreed. This data shows that

there is no adequate data collection strategy in place to monitor and assess the strategic HR plan's implementation.

When asked if there is a consistent and continuous strategic HR plan evaluation, 235 people disagreed (85.5%) and 10 people agreed (3.6 %). There were 23(8.4%) who were neutral and 6 (2.2%) who were strongly disagree. The remaining 1(0.4%) said they strongly agreed. According to the findings, there is no consistent and ongoing strategic HR strategy evaluation.

“Corrective and preventive measures are identified and implemented for the effective execution of the HR strategic plan.” statement responded disagreed by 241(87.6%) and disagree by 11(4.0%). 17(6.2%) were neutral and 4(1.5%) were strongly Disagree. The remaining 2(0.7%) said they strongly agreed This indicate that there is lack of Corrective and preventive measures are identified and implemented for the effective execution of the HR strategic plan.

Finally, "for the effective execution of the HR strategic plan, corrective and preventive measures are identified and executed." 241 people (87.6%) disagreed with the statement, and 11(4.0%) agreed with it. 17(6.2%) were neutral, while 4 (1.5%) were strongly disagree. The remaining two percent (0.7%) expressed strong agreement. This indicates that no corrective and preventive measures have been established and executed to ensure that the HR strategy plan is carried out effectively.

As you show in Table 4.9 Strategic Human Resource Planning Evaluation illustrates that the overall mean score for evaluating Strategic human resource planning was 2.14. this indicates the respondent's disagreement on the items, and this shows that the evaluation of SHRP is not fully implemented or needs improvement in the organization.

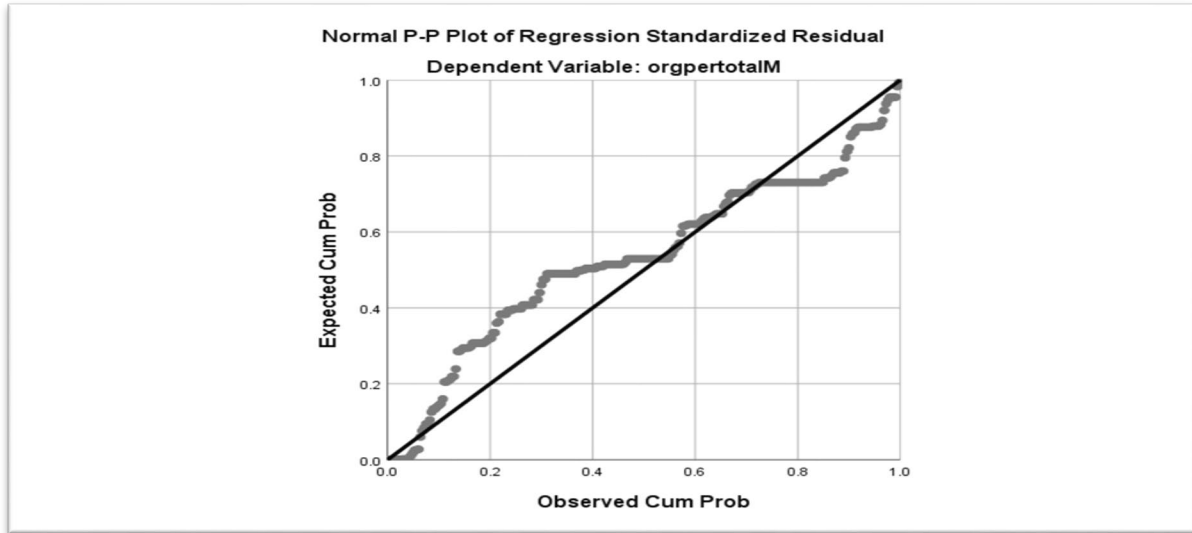
4.3 Diagnosis Test

4.3.1 Linearity Test

By checking the Normal Probability Plot (PP) of the Regression Standardized Residual and the Scatter plot, the assumption of linearity can be tested. As a consequence, using scatter plots of the regression residuals in SPSS software, the linearity of the relationship between the dependent and independent variables was evaluated for all models. The point spread seems to fit the line well. Such a line would have a positive slope, and the data points depicted would all be on or extremely

close to it. So there appears to be a high correlation here, and that correlation is positive since the good-fit line formed between these points would have a positive slope.

Figure 4. 1: Linearity test

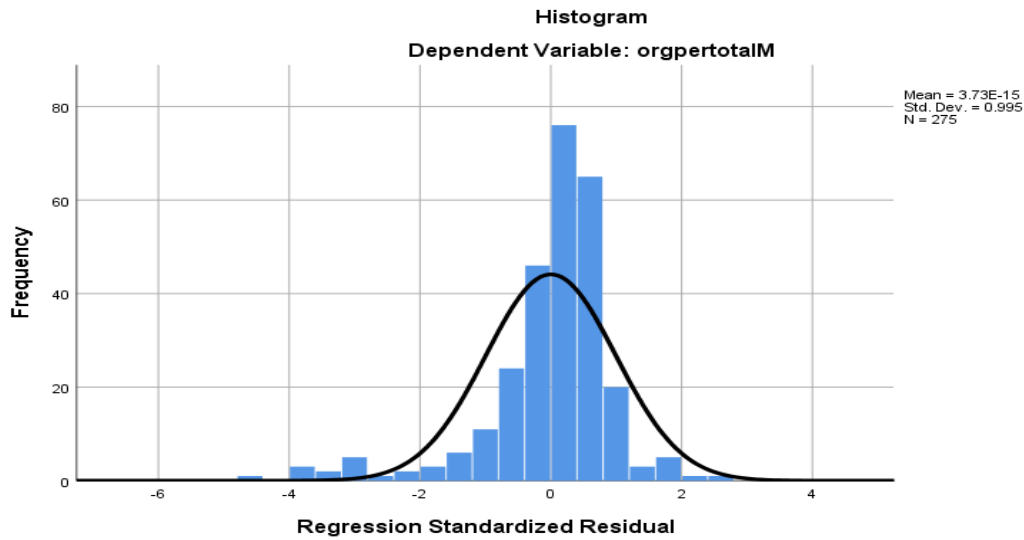


Source; survey (2022) SPSS output

4.3.2 Normality Test

A normality test was used to determine whether the error term is normally distributed. The frequency distribution of the standardized residuals is compared to a normal distribution. As you can see, while some residuals are somewhat far from the curve, most of them are quite close. Furthermore, the histograms are bell-shaped, implying that the residual (disturbance or errors) for all models are regularly distributed. As a result, we can conclude that the regularly distributed error term assumption is not violated, and normality focuses on the extent to which the sample data distributes according to a normal distribution.

Figure 4. 1: Normality Test



Source; survey (2022) SPSS output

4.3.3 Multicollinearity Test

The lack of the Multicollinearity assumption was another CLRM assumption investigated in this study. Multicollinearity, according to Brooks, happens when the explanatory variables are highly connected to one another (2014). Different authors advocated for different levels of acceptable correlation between the independent variables.

Multicollinearity is a statistical issue that develops when the explanatory factors (independent variables) are highly linked (Hair, et al., 1998). It denotes the presence of a significant correlation among predictors as well as an r value larger than 0.80, a tolerance value less than 0.10, and a Variance Inflation Factor (VIF) greater than 10 in the correlation matrix (Field, 2009). Tolerance is described in this context as a statistical technique used to illustrate the variability of the stated independent variables in relation to other independent variables in the model (Pallant, 2007).

Based on the data in the table. The Variance tolerance limit is larger than 0.10, and the Variance tolerance limit is greater than 0.10. For all variables, the inflation factor (VIF) was less than ten, indicating a connection between dependent and independent variables; also, the correlation matrix of all variables across predictors was less than 0.80. As a result, the correlation value, tolerance level, and VIF value suggest that there was no concern with multicollinearity in this study.

Table 4.10 Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
Strategic Alignment	.350	2.857
Role of manager	.393	2.547
SHRP process	.456	2.195

Source; survey (2022) SPSS output

4.4 Correlation Analysis

Correlation analysis was used to determine the degree to which the independent variables are related to the dependent variable. The correlation coefficient r is a measure of association between two interval or ratio variables that offers an indication of that relationship. The correlation coefficient is always scaled between -1 and +1. When r is close to 0, there is little association between the variables; nevertheless, the further r is from 0 in either a positive or negative direction, the larger the relationship between the two variables. We have a correlation coefficient of 1 if there is a perfect linear relationship between the two variables with a positive slope; if there is positive correlation, anytime one variable has a high (low) value, so does the other. A correlation coefficient of -1 indicates that there is a perfect linear link between the two variables with a negative slope; when one variable has a high (low) value, the other has a low (high) value. The absence of a linear relationship between the variables is shown by a correlation coefficient of 0. (Valerie and McColl, 2005).

Table 4.11 Correlations

	Strategic Alignment	Role of manager	SHRP process	Organizational performance
Strategic Alignment	1			
Role of manager	.758**			
SHRP process	.711**	.667**		
Organizational performance	.720**	.721**	.775**	

Source: Own Survey, 2022.

As we can see from the above correlation table, Strategic Alignment, Role of manager, SHRP process practice has a significant correlation with Organizational Performance.

Organizational Performance with Strategic Alignment, Role of manager, SHRP process were $r=.720$, $p<.001$, $r=.721$ and $p<.001$, $r=.775$, respectively. Based on this data we can interpret that the dependent variable organizational performance has straight or strong positive correlation with Strategic Alignment, Role of manager, SHRP.

When increase the efficiency Strategic alignment, there will be also an increase on organizational performance. Since the Pearson Correlation of HRP is 1 (.720), the relationship shows that there is a strong positive relationship which increase in one also contribute on the increase of the other and vice versa.

Also, Role of manager has a positive significant relationship (.721 close to 1) with organizational performance. An increase on the role of top and middle managers on exercising the Strategic Human Resource Planning process also creates an increase on organizational performance.

The Final, independent variable SHRP process has a correlation of .775 which is very close to 1. It means that a good SHRP process practice significantly affects the of organizational performance. They are on the straight line of relationship. Increase on SHRP process also support increase on organizational performance.

4.5 Regression Analysis

The technique of regression is used to forecast the value of one variable based on the value of another. It's a useful statistical technique for examining the association between two or more variables of interest. Regression analysis is a statistical method for constructing a mathematical model that depicts the relationship between variables and It can be used to forecast the dependent variable's values based on the independent variable's values.

Regression Model Summary of Organizational Performance

Table 4.11 Regression Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.829 ^a	0.688	0.684	0.18151
a. Predictors: (Constant), SHRP process, Role of managers, Strategic Alignment				

Source: Own Study, 2022.

The R number denotes the simple correlation, and it is .829 in the data table above, indicating a high degree of connection. The R Square number indicates how much the independent variables, in this case organizational performance, can explain of the overall variation in the independent variables (SHRP process, Role of managers and Strategic Alignment). As a result, the independent variables explain 68.8 % of organizational performance, implying that the SHRP process, managers' roles, and strategic alignment explain 68.8 % of organizational success and the rest is explained by other factors out of those independents.

4.6 ANOVA Table for Organizational Performance

ANOVA table reports how well the regression equation fits the data or predict the dependent variable.

The regression model significantly predicts the dependent variable, as seen in the ANOVA table below. P0.000, which is less than 0.05, shows that the regression model predicts the outcome variables statistically significantly and is a good match for the data.

Table 4.13 ANOVA

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.647	3	6.549	198.774	.000b
	Residual	8.929	271	.033		
	Total	28.576	274			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), SHRP process, Role of manager, Strategic Alignment

Source: Own Study, 2022.

Table 4.14 Coefficients Table for Organizational Performance

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.676	0.088		7.714	.000
	Strategic Alignment	0.165	0.051	0.187	3.262	.001
	Role of manager	0.217	0.043	0.272	5.019	.000
	SHRP process	0.363	0.04	0.46	9.148	.000

a. Dependent Variable: organizational performance

Source: Own Study, 2022.

The above table shows the extent to which each independent variables influence the other called dependent variable. The relative importance of independent variables in contributing to the dependent variable is explained by the standardized beta coefficient. The beta value is positive, and it explains that a higher positive effect of Strategic human resource Planning with higher organizational performance. From the independent variables, Strategic human resource planning process is more significant and statistically meaningful. This can be interpreted as a certain improvement on Strategic human resource planning process organizational performance will increase by 36.3%. Result from the above table shows that the value for Strategic alignment is .165. This implies that a 1% increase in Strategic alignment will affect organization performance by 16.5%. Role of managers has a value of .217 which implies that a 1% increase in organizational performance there will increase by 21.7%.

4.7 Interview Result

The study used semi-structured interviews as a key data source for triangulation purposes, as mentioned clearly in chapter three. Five managers were chosen from among the five departments and were given five interview questions ahead of time to plan the interview and be prepared on the topic matter. As a result, the interview data was evaluated to answer the first two study questions as anticipated. The researcher's first question to the Five managers was, "How Do You Interpret Strategic Human Resource Planning?" Strategic human resource planning is seen by the Five managers as a long-term strategy that ensures the appropriate people are in the right place at the right time, according to the interview findings for this issue, and it must be related to the broader organization's strategies.

In terms of whether the strategic plans were generated from corporate business strategy and whether their implementations were consistent with the overarching corporate strategy, INSA's HR strategic plan is developed from the organizational plan. INSA has developed a five-year strategic plan that focuses on three important strategic areas: the cyber environment, information security, and cyber-attacks. Based on this, the organization's HRD Department has developed its strategic plan, which is drawn from the company's core strategy. The organization's strategic HR strategy includes performance management, employee relations, an HR information system, strategic people resourcing, learning and development, policies and procedures, HR best practices, and the preparation of an HR model and structure.

In terms of senior management assistance in developing an HR strategic plan, the interview findings revealed that the HR team oversees developing an HR strategic plan. The HR team developed an initial strategic plan and presented it to the company's senior management. The document became the organization's strategic HR plan after top management discussed and provided input on the initial draft. According to Armstrong (2008), it is vital to emphasize that coherent and integrated HR strategies are only likely to be produced if the top team understands and acts on the strategic imperatives related to the employment, development, and engagement of people. As a result, the above interview results indicated a low level of management support for the development of the HR strategic plan.

According to the interview results, the factors that hinder the organization from achieving its strategic HR plan are a lack of sense of ownership among senior management towards the strategic HR plan, a low level of involvement of operation managers in the development of the HR strategic

plan, a lack of sense of ownership from senior management of the organization, and poor communication of the plan. According to Armstrong (2008), major barriers to HR strategy are a failure to understand the business's strategic needs, an insufficient assessment of environmental and cultural factors that influence strategy content, and due to and insufficient study of best practice that does not match the goals of the organization, the establishment of ill-conceived and irrelevant projects, potentially due to current fads or trends. These issues are exacerbated when insufficient attention is devoted to actual implementation issues, the critical role of line managers in strategy execution, and the necessity to build supporting processes for the project.

The final interview topic posed to the Five managers was what solutions they would offer to improve the organization's strategic human resource planning process. The HR team considered that the strategic HR plan design, execution, and review process should be inclusive, clear, and communicated to stakeholders. Even if senior management supports the process, technical department heads pay less attention to HR issues. This should be enhanced if the organization is to properly implement a strategic HR plan.

CHAPTER FIVE

SUMMARY, CONCLUSION, RECOMMENDATION, AND LIMITATION

The requirement to determine the effect of strategic human resource planning on organizational performance in information network security administration prompted this study. This chapter includes an introduction, demographic information on the respondents, a discussion section including sections on strategic human resource planning and organizational performance, suggestions for further research, and recommendations.

5.1 Summary of the findings

- ❖ The study intended to see the effect of strategic human resource Planning on organizational performance, and it takes place at the Information network security administration, the study was planned and distributed 280 questionnaires. There were 5 questionnaires which are not returned. This study received a 90 percent response rate. According to Mugenda (2003), a response rate of 50% is sufficient for a study, 60% is good, and 70% is excellent. As a result, a response rate of 90% was considered reliable and sufficient for the study.
- ❖ Males made up many of the participants in this study, accounting for 60% of the total. According to the statistics, most respondents in the administration are between the ages of 31 and 40 (45.6%). Most of the respondents had 4-6 years of administration experience, and the study looks into the respondent's educational backgrounds. Degree holders account for 46.9% of all responses.
- ❖ Regarding the alignment of strategic human resource planning with corporate strategy, most respondents (238/86.5%) believe that the organization does not have a good alignment between the administration's overall strategies and strategic human resource planning. According to the statistical significance, there was a favorable association between organizational performance and strategic human resource planning. Because they have good relationships and the majority feel there is no bad practice, organizational performance suffers.
- ❖ Another independent variable was the manager's function, with the majority (64.28 percent) responding that top and middle management played a poor role in the service's

strategic human resource planning. The relationship on statistical method was positive and significant and affect organizational performance.

- ❖ The administration's Strategic Human Resource Planning process has a favorable link with organizational performance, and the majority of respondents say it is ineffective and has a substantial impact on organizational success.
- ❖ According to the results of the interview, the HR strategic plan and the organization's corporate strategy are only somewhat aligned. In terms of HR director engagement in corporate strategy formation, because INSA HR directors are members of top management teams, they have a higher opportunity to support HR interests and make decisions throughout the strategy process. Finally, based on the interview, management support for the strategic plan implementation is moderately unsatisfactory.

5.2 Conclusion

The study was started to determine the true Effect of strategic human resource planning on organizational performance in the case of information network security administration. Previous evidence demonstrating a beneficial association between the two was used to back up the study. It was meant to know the outcome and which independent variable has a strong significant effect on organizational performance.

The researcher used three factors to determine the impact of strategic human resource planning on organizational performance: strategic alignment, manager role, strategic human resource planning process, and all of which were expected to have a positive effect in our case.

HR management is incomplete without strategic HR planning. Almost every business of any size has a strategic plan that assists them in achieving its goals. Organizations routinely develop financial plans to ensure that they meet their objectives, but workforce plans are less typical. "Integrating human resource management strategies and processes to achieve the overall mission, strategies, and success of the organization while addressing the demands of employees and other stakeholders" is how strategic HR management is defined. Strategic HR planning is a method for determining an organization's existing and future human resource requirements to fulfill its objectives. It connects human resource management to an organization's overall strategic plan.

Aligning SHRP with corporate strategy benefits employee satisfaction and performance by ensuring that teams are working together to achieve the company's strategic goals and giving employees more power and decision-making authority. Based on the responses, we can conclude that INSA is out of sync with the administration's strategic human resource planning, which has a good impact on organizational performance. We can deduct from INSA that there is a lack of alignment between the administration's overall strategy and strategic human resource planning. In general, we may deduce that strategic human resource planning is not matched with administration strategy, which affects organizational performance.

We may conclude from the data received from employees that the administration's top and middle managers do not engage in the SHR planning process. As a result, management should be aware of the HRM department's mission and values, as well as the obstacles that they face. They should also be involved in HR issues and monitor and assess the success of SHR planning. The SHR Planning process is rarely used by top and intermediate managers, which has an impact on organizational performance.

According to the statistics, most respondents disagreed regarding the problems involved with INSA's strategic HR planning process. There is no management support to implement the SHR plan, a knowledge gap among HR staff to prepare SHRP, a partial lack of commitment to implement SHRP, no necessary data or information during the formulation of SHRP, and no alignment between the HR department and other departments to implement the administration's SHRP. As a result, many respondents believe numerous problems in the strategic HR planning process have an impact on organizational performance.

Based on the information provided by employees, we may deduce that strategic HR planning has an impact on organizational performance. As a result, poor implementation of HR strategic planning has an impact on each employee's career development, performance, work satisfaction, and organizational performance. As a result, the administration should put in place a robust strategic human resource planning system.

The stronger a company's capacity to anticipate and respond to consumer needs, as well as maintain a competitive advantage, the more closely HR relates to its entire business strategy. The following are some of the advantages of HR strategic planning: Avoiding costly and disruptive surprises that obstruct goal attainment To avoid crises, major concerns must be addressed quickly,

Increasing staff productivity and overall organizational success, as well as guiding to positively affect how work is accomplished, Keeping employees focused on business aims, Providing a strategic focus to guide training and development initiatives, Giving leaders tools to help focus and implement their strategic initiatives.

The findings of this study point out that the administration has enjoyed the benefits accrued from strategic human resource planning. The initiative has enabled the administration to have the right Strategic humane resource planning and a general understanding of SHRP for the staff of the administration. The study revealed that the administration's overall strategy and strategic human resource planning are not in sync. In general, strategic human resource planning is not aligned with administration strategy, and The SHR Planning process is rarely used by top and intermediate managers, there is no management support to implement the SHR plan, and a knowledge gap among HR staff and a partial lack of commitment to implement SHRP.

5.3 Recommendation

To make conclusive recommendations, more study on the effects of various factors on existing strategic HR plan practice is required. As a result, this research should be the first step in determining the effect of strategic HR planning on INSA's organizational performance. As a result of the study's findings, the following recommendations are made.

- ❖ Working with a strategic HR plan provides valuable administrative experience. However, it has a flaw in that it does not effectively participate in and then communicate the strategic HR plan to all investors. As a result, while designing and amending the strategic HR plan, stakeholders must be consulted in a well-organized and comprehensive manner. Furthermore, until all managers have a clear knowledge and sense of ownership over the strategic HR plan's implementation, ongoing and consistent communication of the strategic HR plan should be established.
- ❖ It's fantastic that the company's vision and purpose statements are so clear. If your vision and mission statements aren't shared, they're useless. The Vision and Mission statements will not be particularly helpful in guiding and driving the organization if they just resonate with the authors. As a result, the company must ensure that all employees are aware of and comprehend the company's goal, vision, and values.
- ❖ It is commendable that the HR strategic plan is based on the organization's goals. The more strategy and HR are in sync, the more effective the organization will be. The HR strategic

plan must be properly aligned with the organization's business strategy to achieve the purpose. As a result, INSA has continued to work hard to ensure that the organization's strategic strategy and the strategic HR plan are in sync.

- ❖ A full examination of the company's strategic HR plan is another significant topic on which the organization should focus. As can be seen from the findings, INSA places a low priority on strategic HR plan evaluation. As a result, developing a complete and effective monitoring and evaluation process for the implementation of the Strategic HR plan is highly recommended.
- ❖ The study suggests the following steps for incorporating strategic human resource planning into administration: management should involve HRM employees and other administration employees in the strategic human resource planning process. Because the Strategic Humane Resource Planning is used by the administration, it is critical to include them in the strategic planning process from the beginning, as well as to use timely data as input to the plan. The Human Resource Management staff that participated in the plan are expected to have little trouble putting it into action.
- ❖ Furthermore, the study's recommendations suggest that the administration's middle and senior management be actively involved in the strategic human resource plan and strategy implementation, as well as address capacity building and strategy implementation for HRM staff and conduct timely evaluations.
- ❖ In general, the study suggests that the administration should closely monitor and implement strategic human resource planning, as well as actively participate in the strategic human resource plan and strategy implementation, address capacity building and strategy implementation for HRM staff and conduct timely evaluations. To enhance the capability of the staff and employees in HRM, management should begin educating them about HRM departments and their strategic initiatives. For a strong organizational performance, management should examine the preparation of all Strategic human resource planning processes, and Everyone must be self-disciplined to carry out the company's strategic business and human resource plans. INSA management should be aware that strategic human resource planning must be aligned with the company's strategic business strategy plan to be effective.

5.6 Limitation and Suggestions for Further Studies

The purpose of this study was to determine the effect of strategic human resource planning on the Information Network Security Administration's organizational performance. INSA was the subject of the research. It's conceivable this isn't the case. the case at other companies. As a result, it is suggested that more research be conducted on other organizations to learn more about the effect of strategic human resource planning on organizational performance.

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**APPENDIX:
QUESTIONNAIRE**

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS SCHOOL
OF COMMERCE**

MA IN HUMAN RESOURCE MANAGEMENT

I am a postgraduate student at the University of Addis Ababa seeking a master's degree in human resource management, and one of the primary requirements is to conduct research on "Effects of Strategic Human Resource Planning on Organizational Performance at Information Network Security administration." As a result, as a respondent, you have been chosen to take part in this study. You will not be identifiable based on the information you supply, and no personal information will be shared with any third parties. The information gathered will only be used for academic study.

Please react to all items with your thoughts and experiences. Please feel free to answer all the questions. Your contribution is critical to the project's success, and I truly appreciate it.

Yours Faithfully,

Daniel Tilahun

PART A: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Tick (✓) where appropriate

1. Gender Male female
2. What is your highest level of education High school College Diploma Level I-IV Bachelor's degree Master's degree Doctorate
3. Year of service in your current organization. 0-1 years 1-2 years 2-4 years 4-6 years 6 and above 5 years
4. Age of respondents 18-25 years 26- 30 years 31- 40 years 41-50 years 50 and above years

PART.B

A. Alignment of strategic HR planning of information network security

administration (INSA) 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	Item	5	4	3	2	1
1	INSA has a clear vision, mission, and strategic goals.					
2	There is clear alignment between the strategic HR plan and the corporate strategic goals of the agency.					
3	The current mission statement of the agency is compatible with the activities being carried on by the agency.					
4	HR Strategies are cascaded down from the corporate strategies of the agency.					

B. THE ROLE OF TOP AND MIDDLE MANAGEMENT IN STRATEGIC HUMAN

RESOURCE PLANNING at information network security administration (INSA) 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

No	Item	5	4	3	2	1
1	Top managers have engaged in Strategic Analysis and identify strategic HR issues.					
2	Middle managers understand the company mission and values.					
3	Middle managers understand the HRM department mission and values.					
4	Bothe Top and Middle managers understand the challenges facing the HRM department.					
5	Top managers monitor and evaluate progress toward the achievement of strategic objectives.					

- c. **CHALLENGES OF STRATEGIC HUMAN RESOURCE PLANNING** Please indicate your level of agreement or disagreement regarding the challenges of Strategic human resource planning by using the rating scale provided. Strongly Agree=5, Agree=4, Not Sure=3, Disagree=2, Strongly Disagree=1

No	Item	5	4	3	2	1
1	There is Management support to the implementation of the strategic HR plan.					
2	There is a knowledge gap among HR staff 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					

- d. **Effects of Strategic HRP on organizational performance** Please indicate your level of agreement or disagreement regarding the challenges of the Effects of HR Strategic planning on organizational performance by using the rating scale provided. Strongly Agree=5, Agree=4, Not Sure=3, Disagree=2, Strongly Disagree=1

No	Item	5	4	3	2	1
1	The alignment of strategic HR planning with the department's employee requirement					
2	HR strategic planning on the effect on career development of each employee					
3	Effects of employee outcomes (employee performance, job satisfaction) with the application of strategic HR planning					
4	The department's performance growth effect with the application of strategic planning					

E. **organizational performance** Please indicate your level of agreement or disagreement regarding the on organizational performance by using the rating scale provided. Strongly Agree=5, Agree=4, Not Sure=3, Disagree=2, Strongly Disagree=1

No	Item	5	4	3	2	1
1	The agency running smoothly					
2	the agency achieved the objectives					
3	Is the agency well-liked by its employees					
4	Building leadership capacity for now and the future					
5	Employee turnover high					
6	Developing productive, performance-based work environments					
7	Is the agency more competitive					
8	Is the agency more innovative					

F. **INFORMATION RELATED TO STRATEGIC HUMAN RESOURCE PRACTICES AT** information network security administration (INSA) 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

No	Item	5	4	3	2	1
1	INSA has a well-thought-out Strategic human resource planning					
2	The Agency has put in place a good system for preparing the strategic human resource plan.					
3	The Agency has engaged in and undertaken a 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 the 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 incorporates all HR strategic issues.					
8	The strategic HR plan is well aligned with the agency objectives					

G. Strategic Human resource planning Implementation at information network security administration (INSA) 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

No	Item	5	4	3	2	1
1	The Agency significantly uses strategic HR plan to make HR-related decisions.					
2	The Agency 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.					

H. Strategic Human Resource Planning Evaluation at information network security administration (INSA) 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

No	Item	5	4	3	2	1
1	There is a comprehensive and adequate monitoring and evaluation mechanism for Strategic HR plan implementation.					
2	There is an efficient data collection mechanism for monitoring and evaluating the implementation of a strategic HR plan					
3	There is consistent and continuous strategic HR plan evaluation					
4	Corrective and preventive measures are identified and implemented for the effective execution of the HR strategic plan.					