

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF BUSINESS ADMINISTRATION (MANAGEMENT)

THE IMPACT OF HUMAN RESOURCE PLANNING PRACTICES AND CHALLENGES ON ORGANIZATIONAL EFFECTIVENESS: THE MEDIATING ROLE OF HRIS IN CARITAS SWITZERLAND'S ETHIOPIA PROGRAM.

A RESEARCH THESIS SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MBA

By: Mahder Wolde Gebreweld

Febuary, 2026

Addis Ababa, Ethiopia



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Advisor: Meba Tadesse (PHD)

February, 2026

Addis Ababa, Ethiopia

Approval statement

APPROVED BY BOARD OF EXAMINERS

This is to certify that the thesis entitled "The Impact of Human Resource Planning Practices and Challenges on Organizational Effectiveness: The Mediating Role of HRIS in Caritas Switzerland's Ethiopia Program", submitted by Mahder Wolde Gebreweld, has been carried out under my supervision and is hereby approved as fulfilling the requirements for the degree of Master of Business Administration (MBA) at Addis Ababa University, College of Business and Economics, Department of Business Administration.

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Internal Examiner	Signature

Declaration

I, Mahder Wolde Gebreweld, hereby declare that this thesis entitled "The Impact of Human Resource Planning Practices and Challenges on Organizational Effectiveness: The Mediating Role of HRIS in Caritas Switzerland's Ethiopia Program" is my original work. It has not been submitted to any other university or institution for the award of any degree or diploma.

All sources of materials used for the study have been duly acknowledged in accordance with academic standards. I affirm that the work was conducted in compliance with the ethical guidelines of Addis Ababa University, and any assistance received during the research process has been fully recognized.

Mahder Wolde Gebreweld

Signature: 

Date: 05/02/2026

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Abstract

This study aimed to examine the influence of human resource planning (HRP) practices workforce forecasting, staff allocation and succession planning, recruitment and retention challenges and the alignment of HRP with organizational objectives. The problem underpinning the study is that many humanitarian organizations face persistent staffing gaps, unpredictable workforce needs, weak succession pipelines, and fragmented HR information systems, all of which undermine their operational efficiency and ability to respond effectively to dynamic humanitarian demands. Guided by a positivist philosophy, the research employed a quantitative approach with both descriptive and explanatory research designs. Primary data were collected using structured Likert-scale questionnaires, complemented by relevant secondary documents. A census sampling technique was applied to include all 105 respondents within Caritas Switzerland in Ethiopia. Data were analyzed using SPSS through descriptive statistics, correlation analysis, multiple regressions, and mediation analysis using PROCESS Macro (Model 4). The findings revealed that staff allocation and succession planning and the alignment of HRP with organizational objectives had strong and significant positive effects on HR planning effectiveness, while workforce forecasting and recruitment–retention challenges showed weak and insignificant direct effects. Mediation analysis further demonstrated that HRIS significantly mediated the relationship between HRP practices and planning effectiveness, indicating that digital HR systems play a crucial role in strengthening HR planning outcomes. Based on these results, the study concludes that effective HR planning in humanitarian organizations depends on both strategic alignment and technologically supported HR processes. It recommends strengthening HRIS infrastructure, enhancing strategic workforce alignment, and prioritizing talent and succession development to improve HR planning effectiveness.

Keywords: Human Resource Planning, Workforce Forecasting, Succession Planning, Recruitment and Retention, HRIS, Humanitarian Organizations, Ethiopia

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Acronym

APA	American Psychological Association
CIPD	Chartered Institute of Personnel and Development
CSW	Caritas Switzerland
HR	Human Resources
HRE	Human Resource Effectiveness
HRIS	Human Resource Information System
HRP	Human Resource Planning
IPMA-HR	International Public Management Association for Human Resources
ISO	International Organization for Standardization
NGO	Non-Governmental Organization
SHRM	Society for Human Resource Management
UNDP	United Nations Development Program

CHAPTER ONE

INTRODUCTION

1.1 Background of study

Managing human resources (HR) for non-governmental organizations (NGOs), volunteer organizations and not-for-profit organizations has become critical over the last few years. All three types of organizations are vital to helping communities globally, particularly in parts of the world suffering from poverty, conflict, natural disasters, and political issues. These types of organizations depend heavily on how they manage their greatest asset - their people - to achieve their mission of providing health care, education, emergency assistance, and community development. Human capital is the driving force of these organizations (Ahmed, 2017). Experts such as Cavanagh, McNeil, and Bartram agree that an NGO that manages its staff and volunteers well was create more satisfied staff and volunteers, was decrease employee turnover, and was have an impact on the community positively. Whether a grassroots organization or a large international NGO, the importance of excellent human resource management is imperative for the success of the organization, its ability to offer services, and for gaining the confidence of the community in which it operates (Alhadab, 2017). However, the non-profit sector continues to face many challenges associated with human resource management, including a lack of budget, high turnover rates, a loss of volunteers, poor human resource systems, and insufficient workforce planning (Anderson E. W., 1994).

One of the main concerns is that many humanitarian organizations do not have a comprehensive plan for their human resources. In order to provide for the organization's future staffing requirements, HRP requires an assessment of both current and future staffing needs, an analysis of the current labor market, and the development of a strategy to address both future staffing needs and current labor supply (Amabile, 1996). Unfortunately, many NGOs are unable to effectively address this concern because they do not have the resources or focus to do so. Consequently, during complex humanitarian emergencies—such as wars, refugee crises, and post-disasters—when personnel must work under extreme pressure in an environment with minimal infrastructure, there is a serious concern regarding the effectiveness of the humanitarian workforce (Baker, 1997).

Within the humanitarian health sector, the problems associated with human resources are further aggravated by insufficiently trained personnel, a lack of coordination between donor-funded programmer activities and what is taking place on the ground, and insufficient investment in workforce development. Global assessments conducted in recent years have revealed that human resources continue to be allocated ineffectively. As a result, individuals are often placed into positions for which they are not qualified, resulting in burnout, inadequate service delivery, and reduced impact (Aghazadeh, 2004).

Although humanitarian operations are becoming increasingly complicated, many humanitarian organizations are still utilizing outdated manual human resources systems (Ahmed, 2017). The use of these type systems restricts effective long-term strategic planning and impedes rapid decision making. By examining Human Resource Information Systems (HRIS) as a possible solution to this situation, many organizations was find that platforms such as HiBob, Bamboo HR, and Success Factors allow them to complete HR functions (like hiring, onboarding, payroll, tracking employee performance, and analyzing the workforce through workforce data) more efficiently. With the adoption of HRIS, humanitarian organizations was have access to much better and reliable ways to manage their HR functions, ensure accurate data and regulatory compliance, and use solid evidence to develop personnel planning (Addis Alemayehu, 2019).

The role of HRIS in determining how HRP issues are dealt with remains vital to an organization's success. Taking all of the factors into consideration, when an organization implements HRIS, they are able to develop improved and more accurate forecasting abilities, real-time staff monitoring, and utilize evidence-based strategies for effectively managing their personnel needs (Anderson E. W., 1993).

This research focuses on the operations of Caritas Switzerland in relation to Humanitarian Supply Chain Management in Ethiopia, which is a country that has a long history of conflict and crisis, and is also affected by extreme poverty, HIV/AIDS, malaria, TB, and more. Our research was explore the development of a Humanitarian Resource Plan (HRP), analyze potential HRP issues and challenges, and determine how HR Information Systems (HRIS) can be used to successfully address those challenges (Amabile, 1996). Ethiopia is an interesting case study for Humanitarian Resource Planning due to the fact that the country has been subject to many types of humanitarian emergencies, including displacement due to civil strife or natural disasters, drought, and severe economic hardship (Addis Alemayehu, 2019).

This study was attempt to close the gap in current literature regarding HR management in a humanitarian context, by exploring the relationship between HRP challenges and the potential use of HRIS to strategically address them. By understanding the potential of technology for improving the effectiveness of HR management in the nonprofit sector in complex situations, organizations was able to better develop and manage their human resources and make the best use of all available resources.

1.2 Statement of problem

Nonprofit humanitarian organizations are playing an increasingly important role in addressing social and health concerns worldwide, particularly in places with limited resources such as Ethiopia. For nonprofit humanitarian organizations to work effectively, they must have proper systems in place to manage and utilize their human resources. This process is referred to as Human Resource Planning (HRP) (Alhadab, 2017). A successful HRP entails identifying the appropriate skills and knowledge required for the positions within the organization at the time that they are needed, so that HRP meets the needs of the organization (Hoole, 2003).

Organizations often lack the ability to manage their HRP processes effectively because they do not create a detailed HRP strategy; thus, it is difficult for organizations to respond to significant and multiple crises that occur in the areas in which they work. Historically, there has been a lot of discussion regarding how important it is for nonprofit organizations to manage their human resources effectively for reasons of conscience as well as for benefits to their communities. However, the discussion has generally not included details on the various challenges that arise when implementing HRP, especially in response to the ongoing difficulty many nonprofit organizations have due to limited resources. In addition, there is also a lack of empirical data on how technology (HRIS) can support these organization's planning issues. Some have implemented systems such as HRIS for more efficient use of their workforce but lack the data to see if their systems are being utilized effectively, particularly across different regions of Sub-Saharan Africa.

For example, a humanitarian organization like Caritas Switzerland that operates in Ethiopia in response to both immediate emergency situations and longer-term issues places a high value on effective planning and management of its human resources. Still, despite emerging innovations in the HR field, humanitarian organizations continue to experience critical constraints like lack of qualified employees, disjointed data management systems and reliance on inefficient manual

processes (Haver et al., 2020). These operational inefficiencies also get compounded when there is a misalignment between employee resources available and the need for that resource at the programmatic level (Stoddard et al., 2021). Very few organizations have implemented new technological tools like HiBob HRIS, yet empirical evidence remains lacking relative to how well they have improved the effectiveness of strategic HR planning and/or addressed systemic challenges (ALNAP, 2018). The Humanitarian sector has numerous studies detailing ongoing issues, such as poor utilization of personnel, lack of training opportunities and suboptimal integration of HR technologies (Bennett et al., 2016; Burkle, 2020). The purpose of the study was to examine the current state of Human Resource Planning (HRP) in various Humanitarian Organizations, and how HRIS' (Human Resource Information Systems such as HiBob) can enhance HRP in these organizations. The Research was designed to look specifically at Caritas Switzerland Ethiopia, and to determine if HRIS' enabled organizations (HRIS) to implement their staff planning and decision-making processes more effectively. This was contribute to the academic literature on HRIS and provide practical examples for organizations who want to maximize their Human Resources potential, as well as identify some of the difficulties they are encountering and how they might benefit from using HRIS'.

1.3 Research question

1. How workforce forecasting and demand planning affect the effectiveness of human resource planning?
2. In what ways staff allocation and succession planning influence the effectiveness of human resource planning?
3. How recruitment and retention challenges impact the effectiveness of human resource planning?
4. To what extent the alignment of human resource planning with organizational objectives affect HRP effectiveness?
5. What the mediating role of Human Resource Information Systems (HRIS) in the relationship between these HRP practices and HRP effectiveness?

1.4 Objective of the study

1.4.1 General objective of the study

The general objective of this research was to investigate the practices and challenges of human resource planning and the mediating role of HRIS on the effectiveness of human resource planning within Caritas Switzerland's Ethiopia Program.

1.4.2 Specific objective of the study

1 To evaluate how workforce forecasting and demand planning affect the effectiveness of human resource planning within Caritas Switzerland's Ethiopia Program.

2 To examine the ways in which staff allocation and succession planning influence the effectiveness of human resource planning.

3 To assess the impact of recruitment and retention challenges on the effectiveness of human resource planning.

4 To determine the extent to which the alignment of HRP with organizational objectives affects overall HRP effectiveness.

5 To analyze the mediating role of Human Resource Information Systems (HRIS) in the relationship between these HRP practices and HRP effectiveness.

1.5 Significance of the study

There are several reasons for the significance of this research project. The primary goal of this research is to expand the limited research available regarding the use of Human Resource Planning (HRP) within Humanitarian Organizations. Specifically, it addresses the issue of HRP within Humanitarian Organizations in Developing Countries, using Ethiopia as a case study of an OECD Development Assistance Committee (OECD-DAC) country with a focus on Humanitarian Policy. Through research conducted specifically on Caritas Switzerland in Ethiopia, this pilot study was providing valuable insight into the use and methodology of HRP in a humanitarian setting. This information will be valuable to both NGOs and researchers working in this area. Furthermore, the research will provide a comprehensive overview of the importance of Human Resource Information Systems (HRIS) to the HRP process. More simply put, this means demonstrating how HRIS technology can enhance the overall effectiveness of HRP through use of HRIS technology. This is an important insight to be gained as Humanitarian Organizations look at ways to go digital with their HRP processes and effectively manage their resources. Finally, this research will be of value to policy-makers, Human Resource

Management practitioners, and managers of Not-for-Profit Organizations. The findings provided a clearer understanding of how HR strategies can be aligned with organizational goals and help improve management of employee assignment, future workforce planning and recruitment.

The research will serve as a reference for future studies. The intent is to highlight the critical variables to be examined and provide a framework for other researchers to test/modifications of their model for different humanitarian contexts. Therefore, it will not only provide a one-time study; it will also encourage additional research in the area.

1.6 Scope of the study

The research examines the role of human resource planning (HRP) in humanitarian organizations using the example of Caritas Switzerland's work with Ethiopia, which focuses on providing both humanitarian assistance and development assistance to that country.

There were several components involved in examining HRP, including how organizations determine workforce needs and how they allocate their workforce. Also, the study covers a variety of factors that may hinder the ability to hire and retain high-quality employees, as well as align an organization's HR goals with its mission. The research examines the role of human resource information systems (HRIS) within the context of HRP; therefore, understanding HRIS was allowing researchers to better understand how it affects the effective planning of human resources. In conducting the study, Weill used a quantitative method with an explanatory research design, which included collecting data from structured questionnaires sent to the HR professionals, managers, and other staff members of Caritas. The data was then analyzed using statistical methods like mediation analysis to gain insight into how the various factors relate to each other and how they support the author's theoretical model.

This method was serving as a good starting point to understand the current state of HRP in this humanitarian organization.

1.7 Limitation of the study

While this study was provide insight into the issues and practices that influence Human Resource Planning within a humanitarian organization, it has limitations. This study was done solely using Caritas Switzerland in Ethiopia and therefore it may limit the results to other similar organizations operating under different environments or modes of management. The quantitative nature of the study, through the use of a structured questionnaire, may not fully capture all of the comprehensive, complex feelings and underlying characteristics of an organization's human

resources that other qualitative approaches would provide. Additionally, the specific timeframe and operational areas selected for this study could provide a narrow view of HR trends that may be emerging or already developing elsewhere in other parts of this organization. Lastly, as this data is based on self-reporting, there may be some degree of bias or untruthfulness from respondents about how they perceive their human resources, particularly when it comes to sensitive human resource matters.

1.8 Organization of the study

The report is divided into five chapters to provide a basic understanding of the research and provide a clear method to present the findings. Chapter one provides the introduction of the study, the background of the study, the purpose and objectives of the study, the significance of the study and the limitations of the study, and the organization of the study. Chapter two provides a detailed review of the literature on human resource planning and the use of human resource information systems (HRIS) through both theoretical and empirical perspectives, providing a description of the conceptual framework that guides the study while identifying gaps in the current area of study. Chapter three describes the methodology used in the current study, including the design and approach of the study, the population of the study and the sample selection process, data source, the tools and procedures used in the data collection process, the data analysis method, the model of the study, and considerations of ethical issues, validity, reliability, and composite. Chapter four describes and interprets the findings from the data analysis with appropriate statistical techniques used to assess the relationships among variables, as well as the mediating effect of HRIS on the relationships; the finding of this chapter is also discussed concerning the framework used in the literature review. Chapter five summarizes the main results of the study, makes recommendations for practical application of findings by the humanitarian/NGO community and HR practitioners, as well as identifies directions for future research.

1.9 Definition of operational term

Workforce forecasting and Demand Planning: The process of predicting future staffing needs based on project requirements and donor funding.

Staff Allocation and Succession Planning: The systematic deployment of personnel and the identification of future leaders for critical roles.

Recruitment and Retention Challenges: The obstacles faced in attracting qualified talent and the difficulty in maintaining long-term staff commitment.

Alignment of HRP with Organizational Objectives: The integration of HR strategies with the overall humanitarian mission and goals of the Ethiopia program.

Human Resource Information System (HRIS): The digital software used to manage personnel data, serving as the **Mediating Variable** that connects planning to outcomes.

Effectiveness of Human Resource Planning: The **Dependent Variable** representing the final success of the organization in achieving its objectives through its human capital.

CHAPTER TWO

2. REVIEW RELATED LITERATURE

2.1 Introduction

Human Resource Planning (HRP) is a critical issue for all organizations, especially those operating in the humanitarian sector, so that organizations was have a sufficient pool of qualified employees to reach their stated mission. The HRP process is more critical for organizations that work in complex and uncertain environments. Many humanitarian organizations do have difficulties forecasting workforce requirements and planning for future hiring needs or ensuring that the Human Resources (HR) of the organization supports their mission. Rapidly-changing humanitarian environments create increased demands for effective HR Planning Systems (HRPS) that utilize technology. Therefore, HRIS is an important tool that can be used to address some of the issues associated with HRP. HRIS provides organizations with ease of access to manage HR data and make decisions, which generally leads to an improvement in the relationship between HRP and organizational success in general. However, there still remains little research on the effect of HRIS on this relationship, particularly in regards to humanitarian organizations. While most previous research studies have investigated HRIS in the context of private and public-sector organizations, there has been limited attention on how NGOs and humanitarian organizations use HRIS. Additionally, there is General consensus that there are few or no existing studies that demonstrate the relationship between the various components of HRP, including workforce forecasting and staffing requirements planning, and how these factors relate to the use of HRIS technology for HR outcomes or outputs, such as HiBob (HRIS). This chapter closely examines what is currently known about HRP and HRIS from a theoretical and empirical perspective to identify existing gaps and contradictions that may support this research. The chapter reviews the key concepts, theories and models that relate to HRP and HRIS; provides a summary of major research results in these areas; and develops a framework to assist with the research efforts.

2.2 Theoretical Literature Review

2.2.1 Overview of Key Theories in Human Resource Management

The nature of Human Resource Management (HRM) and Employee Relations (ER) are quite complex due to the multitude of historical and contemporary theories related to these subjects. In

this literature review, was examining some of the major theories that have influenced both fields. Many of the topics covered under HRM and ER directly relate to one another, but they also differ in their interpretations of how organizations engage with employees and how employees interact with one another. In order for them to be successful, organizations must have an understanding of the various ways in which individuals behave within organizations and how they interact with one another. The theories explored in this paper present an overview of the various types of relationships, behaviors, and strategies that organizations rely on in providing for the needs of their employees and therefore in maintaining a successful organization. Essentially, the goal of HRM and ER is to assist organizations in providing for the needs of both the organization and the employee, thereby creating an environment where employees and organizations can thrive together. There are many different theories on how to design the most effective ways to provide for both organizations and employees. Some of the more traditional theories are the foundations of HRM and ER, and many of the new theories are in reaction to the demands of a modern, fast-paced marketplace.

2.3 Foundational Theories in Human Resource Management (HRM)

The theoretical landscape of Human Resource Management is rich and diverse, reflecting centuries of thought on how best to organize and motivate human labor. Early management theories laid the groundwork for structured organizations, while later developments introduced more humanistic and strategic perspectives.

2.3.1 Early Management Thought:

Formal management theories began developing during the Industrial Revolution and were first implemented in the US during the late 1800's and early 1900's. Generally, management Theory centered on Scientific Management or "Taylorism", which Frederick Taylor developed in the US between 1880 and 1890; it reached its zenith in popularity during the early 20th Century.

Scientific Management is a management approach that focuses on studying and analyzing work processes using scientific methods to increase efficiency by standardizing work processes and using financial incentives to improve productivity. Frederick Taylor believed that there was only one "best way" to perform any task. To determine what that "best way" is, Taylor used extensive laboratory analysis (time and motion studies). For example, in the early part of the 20th Century, Ford Motor Company implemented Scientific Management principles in its manufacturing

processes, which enabled the company to achieve considerable increases in production efficiency.

Scientific Management, while initially successful in enhancing industrial productivity, received much criticism. Its limited focus on tasks and activities occurring on the shop floor and at the supervisory level resulted in a lack of support for and recognition of the complexity of organizational systems. Furthermore, critics asserted that Scientific Management conceptualized the organization as an engineering system, viewing its workers as interchangeable components or "parts" of an engineering framework, thus ignoring or neglecting the emotional and social needs of the worker. This simplistic approach to the motivation of workers by placing an emphasis primarily on monetary compensation failed to acknowledge the importance of other factors, such as recognition, job satisfaction, and opportunities for personal development. In addition, the standardization of tasks, along with the specialization of tasks, created conditions that caused a deskilling of tasks, created monotonous work experiences for workers, and led to job dissatisfaction, which elicited strong opposition to Scientific Management from Labor Unions, who saw its implementation as a process of dehumanizing the worker and representing a direct threat to collective bargaining power. In addition to the unions resisting the implementation of Scientific Management, those managers who found the prescriptive principles developed by Taylor to limit their managerial discretion and the authority that accompanies such a position did not support the implementation of Scientific Management. The study of the interaction between efficiency and the human factor continues to be a recurring theme in Management Thoughts. Many Early Management Theories established a framework for developing organizations into structured units, and many Early Management Theories emphasized efficiency and control at the expense of the employees' welfare and autonomy. Modern HRM practices, even those leveraging AI and automation, must consciously address this historical tension to avoid repeating past mistakes of dehumanizing work, emphasizing that technological efficiency should complement, not replace, human considerations.

Fayol's Administrative Theory developed the guidelines for creating administrative processes in an organization by identifying 6 functional types of managers: Forecasting, Planning, Organizing, Commanding, Coordinating, and Control. Fayol articulated 14 basic management principles designed to enhance the efficiency of management; for example, a manager must forecast and plan, organize employees according to their skills and knowledge, mediate conflicts,

ensure effective communication, and guarantee that all employee activities are aligned with the overall corporate strategy.

Weber's Bureaucratic Theory is based on the belief that a hierarchy of administration was promote equality and rationality, and create an impersonal and equal administration in large organizations through the standardization of administrative processes and the impartial application of those processes.

2.3.2 Resource-Based View (RBV) Theory

The Resource-Based View (RBV) served as the primary theoretical foundation for this study, providing a lens through which human resource planning was viewed as a strategic necessity rather than a mere administrative function. According to Barney (1991), the RBV posits that an organization achieves sustainable competitive advantage and superior effectiveness by identifying, developing, and deploying resources that are Valuable, Rare, Inimitable, and Non-substitutable (VRIN). In the context of Caritas Switzerland's Ethiopia Program, this theory was instrumental in shifting the focus from routine personnel management to the strategic management of human capital and technological infrastructure.

In this research, the RBV logic was applied to two critical areas. First, it framed human capital—specifically the skills, knowledge, and experience of the staff—as a valuable and rare resource that directly determined the organization's ability to execute its humanitarian mission. Consequently, HRP practices such as workforce forecasting and succession planning were analyzed as the mechanisms used to ensure these rare resources were continuously available and properly aligned with organizational goals. Second, the Human Resource Information System (HRIS) was treated as a strategic technological resource. Under the RBV framework, a well-integrated HRIS is not just a digital tool but a source of effectiveness because it allows the organization to manage its personnel data in a way that is difficult for competitors to imitate, thereby acting as a powerful mediator in the planning process.

Furthermore, the RBV supported the study's premise that organizational effectiveness is an internal outcome of how well these resources are leveraged. By viewing the HRP practices and the HRIS through the VRIN criteria, the research established that the synergy between human planning and technological support created a unique organizational capability. This capability, in turn, allowed Caritas Switzerland to overcome recruitment and retention challenges more effectively than organizations lacking such integrated systems. Ultimately, the RBV provided the

theoretical weight necessary to argue that the effectiveness of the Ethiopia Program was a direct result of treating HRP and HRIS as strategic assets within the organizational ecosystem.

2.3.3 Systems Theory

Systems Theory provided the structural framework necessary to understand the organizational dynamics of Caritas Switzerland's Ethiopia Program. Grounded in the work of Katz and Kahn (1966), this theory views an organization as a complex, unified system composed of interrelated and interdependent parts that function together to achieve a specific goal. In this research, Systems Theory was fundamental in establishing the logic of the Input-Transformation-Output (ITO) model, which explains how individual human resource activities coalesce into overall organizational effectiveness.

Within this theoretical context, the study categorized the various HRP practices—such as workforce forecasting, staff allocation, and recruitment strategies—as Inputs. These represent the resources and information that enter the organizational system. However, Systems Theory posits that inputs alone do not produce results; they must undergo a Transformational Process. The researcher identified the Human Resource Information System (HRIS) as the primary transformational mechanism in this study. The HRIS functioned as the mediator that processed, organized, and analyzed the raw HRP inputs, turning them into actionable strategic intelligence.

The final component of this systemic flow is the Output, which in this study was defined as HRP Effectiveness. Systems Theory explains that the quality of the output is entirely dependent on the health of the transformational process. Therefore, if the HRIS is inefficient or poorly utilized, the system experiences "entropy," where the planning inputs fail to translate into effective organizational outcomes. By applying this theory, the research was able to justify why the HRIS was not merely a peripheral tool, but a central mediating component. It clarified that a failure in the digital processing stage inevitably leads to a failure in achieving the program's humanitarian objectives, thereby validating the systemic interdependence of all variables included in the conceptual framework.

2.3.4 Human Capital Theory

Human Capital Theory provided the essential logic for understanding why systematic investment in personnel is critical for organizational success. Originating from the work of Schultz (1961) and Becker (1964), this theory posits that individuals possess a set of skills, experience, and knowledge—defined as "human capital"—that provides economic and operational value to an

organization. In the context of this study, the theory suggested that the effectiveness of Caritas Switzerland's Ethiopia Program was directly proportional to the quality of its human capital, which was optimized through deliberate and strategic human resource planning.

This theory was particularly vital for justifying the investigation into workforce forecasting and succession planning. According to the human capital perspective, when an organization accurately forecasts its future labor needs, it is essentially planning for the acquisition and development of high-value assets. Similarly, succession planning ensures that the organization's "intellectual capital" is not lost when key personnel depart, but is instead preserved and transferred to the next generation of leaders. The theory supported the researcher's premise that by systematically planning for human needs, Caritas Switzerland did not merely perform an administrative task; it actively increased its internal "stock" of knowledge and capability.

Furthermore, Human Capital Theory explained the direct link between HRP practices and the Dependent Variable of HRP Effectiveness. It argued that recruitment and retention are not just about filling vacancies, but about protecting and growing the organization's most valuable asset. Within the high-pressure environment of a humanitarian program, the theory provided the rationale that an investment in the "right people" and the "right planning" leads to superior operational outcomes. Ultimately, it validated the study's focus on HRP by demonstrating that the program's ability to meet its humanitarian objectives was a result of how effectively it managed and invested in the collective expertise of its workforce.

2.3.5 Strategic HRM Theories

As Human Resource Management (HRM) develops, it has become apparent through several different theories that human resource (HR) practices can be linked directly to a company's organizational strategy and competitive advantage.

According to Organizational Lifecycle Theory, organizations evolve like living things through an organizational lifecycle with logical stages, including Growth, Maturity and Decline. The theory illustrates how, because the HR practices implemented at each stage of the organization's lifecycle was differ from one another, it is crucial that HRM adapt its practices to each stage of the lifecycle—an example of this would be a rapidly growing company needing to hire as many employees as possible very quickly as compared to a mature company that would focus more on retaining employees, developing their careers and creating a succession plan for the company. By examining HR practices within this framework, we can see that HRM should not be viewed

as a static entity; therefore, to achieve organizational success, HRM must adapt its practice as the life stage of a company progresses.

General Systems Theory (GST) addresses organizations holistically. This theory offers a comprehensive understanding of organizations and treats an organization as a system rather than as isolated parts as a result of many contributions from scholars beginning with Austrian scientist Ludwig von Bertalanffy in the 1920's and 1930's. Additional forms of GST such as Chester Bernard and Herbert Simon have also contributed to the study of management. GST illustrates that HRM is a component of a broader organizational system; for example, any change in a HRM component or practice would impact other components of the organizational structure. To ensure optimum worker performance and successful integration into corporate structures, an organization's HR function must work closely with other departments (i.e., production, marketing, finance) to develop complementary processes and systems. As such, scholars developed the General Systems Theory (GST), which provided a broad-based conceptual framework from which they can view organizations not as discrete or independent entities, but rather as interdependent systems that exhibit continual change, and thus set the stage for the development of holistic HR perspectives. Nevertheless, GST has received considerable criticism for being overly complex and abstract and thus impractical for implementing within organizations. Furthermore, GST has been characterized as a "one size fits all" approach to theoretical development, which has led to the contention that while GST promotes the importance of interdependence among organizational functions, it may not adequately account for the variances that are present in individual organizational functions. One obstacle to the practical application of GST is the challenge of accurately identifying all of the interactions that occur within a complex system as well as pinpointing the key components that drive the overall performance of that system. Even in spite of these major drawbacks, it is clear that the integration of both HRIS and analytics into modern HR has been a direct result of the implementation of GST principles, which has led to better tracking of interdependencies and the ability to make more informed decisions about how best to leverage relationships among the various HR functions and the rest of the organization, nonetheless, there is still the challenge of the complexity of quantifying all of the interactions among the various HR functions. In contrast to GST, Strategic Contingency Theory (SCT) posits that an organization was succeed provided

that the organization is able to successfully manage the critical internal and external contingencies, such as technological changes, market fluctuations, workforce dynamics, etc.

The theory that developed in the 1960s through prominent thinkers such as Fred Fiedler and Paul Hersey posits that there is no best singular way to manage and that the best leadership/HR management services was come from matching the style of management to each specific scenario. Thus, Strategic HRM can be seen to be contingent on each company's unique situation and customers' needs, and therefore HR must continuously review and refine its policies and procedures including recruitment, training, performance management, and compensation to meet the needs of the organization and the marketplace. This type of strategic HRM is critical to building resilience in organizations operating in unpredictable or rapidly changing environments. Some of the criticisms resourced in the literature about this area include: the theories developed lack generalizability because the models of Strategic HRM are typically developed from the environment in which the researcher is located; the models are too complex; there are numerous empirical studies that support this type of theory; and finally, there is an increased focus on situation and environment rather than the individual leader. Another criticism of this theory is that it may not provide any clear direction as to how this works in practice. However, we would argue this theory is very applicable in the VUCA world and therefore necessary for Organizations' success (survive & thrive) and competitive edge. The Theory emphasizes that, as individuals and organizations are faced with ever-changing Situational Factors and the growing need for organizations to adopt Digital Technologies such as Data Analytics and Artificial Intelligence, that the Dynamic Nature of Strategic HRM was Continue To Evolve.

Transaction Cost Theory (TCT), pioneered by Nobel Prize winners Ronald Coase (1937) and Oliver Williamson (1975, 1985), reinterprets HR Operations from an economic viewpoint. According to TCT, organizations was seek to minimize the costs of transactions that occur during the recruitment, training, and development of employees by employing the most effective governance structures available. TCT outlines three central concepts: bounded rationality (the idea that humans have limited cognitive processing capacity); opportunism (the tendency for people to act in their own self-interest); and asset specificity (the degree to which an asset is specifically tailored to a given transaction).

The TCT provides a framework for the organization to determine whether it is better to outsource certain employment functions or to perform them internally. As organizations pursue

the minimization of search, bargaining, and enforcement costs associated with the recruitment and management of employees, the economic efficiency of outsourcing may outweigh the risks associated with maintaining internal employment structures. Therefore, TCT offers a rational basis for determining whether or not to outsource based on cost-effectiveness and mitigating risk factors.

Critics of TCT argue that its assumption that all humans act out of opportunism perpetuates the cycle of opportunistic behavior. They also believe that TCT is overly simplistic in its view of humanity and fails to consider the unique advantages of internal governance structures that do not simply focus on minimizing market failure. Additionally, critics point out that TCT does not take into account the complexities associated with intangible costs. The rise of the gig economy and digital labor platforms can be partly explained by TCT, as technology reduces transaction costs for external contracting, making it more efficient to hire freelancers or gig workers. This has profound implications for labor regulation and worker protections.

The Human Capital Theory, which began in the 1960s by economists Theodore Schultz, Jacob Mincer and Gary Becker, treated employees as assets that add to a company's success through their ability to produce. As such, investment in the education and training of employees increases productivity and competitiveness with a resulting measurable economic return on the investment in the company. The Human Capital Theory provides a clear economic rationale for human resource investment in training and development, as well as in providing for the health and wellness of employees. Employees are therefore seen not simply as a cost but as valuable and productive assets that create returns. However, the Human Capital Theory has met a number of criticisms including that it is overly simplistic; it confounds labor and capital; it relies on the assumption that people are rational actors. Critics contend that viewing human beings primarily as economic inputs undermines arguments for worker empowerment and class conflict. Because employees own their own human capital, companies need to have retention strategies to keep those employees from taking that value to another company. In the world of digital economy, the Human Capital Theory is the basis for how companies are directing reskilling and upskilling their employees so that they are able to adapt to technology and the changing work environment and remain competitive and valuable.

The Resource-Based View (RBV) evidence of a sustainable competitive advantage comes from the unique internal resources of the firm (HR). The unique internal resources of the organization

include human resources; these are valuable, rare, inimitable, and non-substitutable (VRIN). The Resource-Based View was first labelled as RBV by Wernerfelt (1984) and was further developed in the 1980s and 1990s as part of the Resource-Based View school of thought. The RBV helped to provide a counterpoint to the externally focused strategic theories of the time, such as Porter's Five Forces, and helped to emphasize the importance of internal capabilities. Prahalad and Hamel (1990) popularized the term "core competence," which helped to further cement the influence of the RBV. The RBV views human resources as more than just "assets," as defined by Human Capital Theory, but rather as unique and difficult to duplicate sources of competitive advantage. Thus, the RBV focuses on the qualitative aspects of human capital (as opposed to the quantitative aspects of human capital) and on the importance of building upon organizational culture and collective capabilities. Additionally, many marketing scholars and business professionals have carried out critiques on the RBV regarding: The indeterminate nature of its core constructs ("resource" and "value"); the narrow focus of the RBV's definition of competitive advantage; the lack of clear managerial implications in the RBV (the RBV does not specify how to develop VRIN resources); and the tautological nature of the RBV. In addition, the RBV does not take into consideration many external market factors. Nonetheless, the RBV provides a theoretical framework for examining intangible assets such as knowledge, innovation, and organizational culture in the context of the knowledge economy. It encourages a strategic approach to talent management that goes beyond mere skill acquisition to fostering unique collective capabilities.

According to the Ability, Motivation, Opportunity (AMO) Theory, the performance of employees is determined by three main factors: ability (the competency of the person), motivation (the individual’s commitment to achieve) and opportunity (the likelihood of achieving their goal). Thus, for maximum effectiveness on the individual level and the business level, all three factors must be present in conjunction with one another within the HRM practices of the organization. The foundations of AMO stem from Victor Vroom's (1964) formula for P=f(A x M) and were built upon further by Campbell et al. (1970), who added the "opportunity" factor and Blumberg and Pringle (1982), who added additional credibility to Vroom's concept of AMO through extensive research and additional supporting resources. AMO has received a large amount of attention in the HRM field, largely due to the work of Appelbaum et al. (2000). AMO provides a comprehensive framework for developing an HR system that improves employee

performance. In this way, AMO creates an environment where employees can obtain and develop skills, gain motivation and have access to opportunities to make a meaningful contribution to their organization. There are, however, some concerns with the AMO Theory with regard to inconsistencies in definitions (e.g., within HR Practices and Individual Characteristics Independent variables) and insufficiently rigorous empirical research. In addition, AMO has been stagnant in its development due to a lack of continued research and refinement of the theories. This may be due to the theory's intuitive appeal, rather than from validated evidence supporting the basis for AMO.. This theory is highly applicable in designing high-performance work systems (HPWS) and talent management strategies, guiding interventions in training, compensation, and work design. It also highlights the need for robust HR analytics to measure the impact of practices on A, M, and O.

Rensis Likert classified management styles into four systems on a continuum defined by his Management Systems Theory: from Exploitative Authoritarianism (System 1) to Benevolent Authority (System 2), Consultative Style (System 3) and Participative Management (System 4). The basis of his theory was based on the outcomes of research he conducted in the 1960s that was focused on highly productive supervisors; from this he came to the conclusion that the type of leadership exhibited by a supervisory leader would greatly affect how motivated employees were, how well they communicated with one another and what type of environment the organization fostered. He promoted System 4 (Participative Management) as the best way to stimulate greater commitment, productivity, and job satisfaction in employees. Furthermore, he emphasized the importance of the leadership's approach to foster employee motivation and communication and to shape the overall culture within an organization. Contrary to his belief, there are many claims questioning the concept of universal application, particularly when considering cultural differences. There are also many proponents of the idea that varying environmental factors could require varying approaches, as determined by contingency theory, to management. It appears that the modern trend among businesses is to implement participative approaches (System 4) to foster creativity and innovation within employees, due to the realization that a traditional hierarchical management structure can have negative effects on the long-term sustainability of organizations and the growth of innovative ideas.

2. 4. Interrelationships, Overlaps, and Distinctions

While Human Resource Management and Employee Relations are often treated as distinct academic disciplines and organizational functions, their theoretical frameworks and practical applications exhibit significant interrelationships, overlaps, and crucial distinctions.

Conceptual Boundaries and Shared Domains

Employee Relations is frequently considered a specialized component within the broader field of Human Resources. While HRM encompasses the entire employee lifecycle, from recruitment and compensation to training and development, ER specifically focuses on the ongoing management and maintenance of the relationship between the organization and its employees, including conflict resolution and the cultivation of workplace culture. Both fields are fundamentally concerned with the effective management of people within an organization, often addressing similar workplace issues such as wages, benefits, and safety. However, their primary differentiation lies in scope: HRM typically addresses these issues across the entire workforce and individual employee needs, whereas ER, particularly labor relations, often deals with larger groups, collective bargaining, and unionized environments. The academic study of both HRM and ER involves applying social science thinking to employment activities, necessitating empirical study, concept development, and robust theory building.

Complementary and Contradictory Theoretical Lenses

The theoretical frameworks of HRM and ER can be both complementary and contradictory, reflecting different underlying assumptions about the nature of the employment relationship.

Complementary Aspects: HRM theories, particularly those focused on motivation (e.g., Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McGregor's Theory X and Y), provide invaluable insights into employee needs and the drivers of their behavior. This understanding is crucial for effective ER practices, as it helps in fostering positive employee-employer relationships and proactively preventing conflicts. For instance, the Human Relations Theory, while falling under the HRM umbrella, directly emphasizes employee well-being, communication, and teamwork, which are core elements of positive employee relations. Strategic HRM theories, such as Human Capital Theory and the Resource-Based View, further complement ER by highlighting the value of human resources as strategic assets. This perspective encourages practices that enhance employee commitment, engagement, and ultimately, can reduce the likelihood of adversarial conflicts. Similarly, General Systems Theory,

an HRM theory, offers a holistic view that is highly relevant for ER, recognizing that HR practices are interconnected and influence the entire organizational system, thus promoting a more integrated approach to managing the employment relationship.

Contradictory Aspects: A significant and often debated tension exists between Unitarist HRM/managerialist perspectives and pluralist/radical ER perspectives. Unitarist HRM often prioritizes managerial objectives and organizational performance metrics, sometimes leading to a perception that it acts as a "handmaiden for the corporate elite". This approach tends to downplay inherent power imbalances and may inadvertently suppress dissent or ignore legitimate employee grievances. In contrast, ER, particularly from pluralist and radical viewpoints, is more inclined to critique the status quo, highlight structured antagonism, and focus on power imbalances and collective action as fundamental aspects of the employment relationship. This stands in stark contrast to HRM's often pro-business, individualistic, and performance-oriented ontology. Some scholars contend that mainstream HRM has been "colonized by a narrow positivistic paradigm," leading to a diminished emphasis on the asymmetric nature of the employment relationship, which is central to ER. This shift towards micro-level theorizing, particularly influenced by industrial-organizational psychology and neo-classical economics branches of HRM, is argued to result in "poorer and inferior explanatory utility" regarding the complexities of work and employment. This critical academic debate points to a fundamental ideological divergence: while HRM and ER share common ground in managing people, their theoretical underpinnings often diverge significantly, particularly regarding power dynamics, conflict, and the role of employee representation. HRM tends towards a managerial, performance-oriented, and often Unitarist perspective, while ER (especially pluralist and radical) emphasizes conflict, power imbalances, and employee rights. This ideological tension has practical implications for how organizations approach various issues, from employee voice mechanisms to responses to unionization. It also highlights the ongoing debate about whether HRM can truly be "human-centered" while serving corporate interests.

2.5 Human Resource Information Systems in Humanitarian Organizations

2.5.1. Definition of HRIS

Human Resource Information systems (HRIS) are an important part of the way that humanitarian organizations manage their workforce and use data about their workers. The HRIS definition is a system that integrates Technology and Human Resource management. It works like a digitally

accessible filing cabinet where an organization keeps all the information about its employees in one place. HRIS is particularly helpful to organizations that must keep track of their employees when there are crises such as war and natural disasters. Historically, HRIS has evolved from simply being a place where all company records are kept on computers to becoming an adaptable system for managing employees in austere environments and the limitations they face when trying to manage employees in very remote areas due to poor or nonexistent internet connectivity. Additionally, the critical components of HRIS can remain operationalized and accessible, even if the internet connection is poor or non-existent in an area. Finally, the HRIS of the humanitarian sector differs significantly from that of businesses. The HRIS of the humanitarian sector is designed to be rapidly deployable, the HRIS of humanitarian organizations is intended to be easily deployed and equipped with functionality for offline data synchronization, and all contain added features for data protection within the HRIS. This is crucial since humanitarian organizations often find themselves in unpredictable environments where data protection and swift setup are a must. It is all about keeping things running smoothly when the situation gets tough.

2.5.2 Evolution of HRIS

1) The time before the technology era (Before the 1960's) was like the "Old School" days because HR was a paper trail. Everything from keeping track of employee information to calculating payroll and remaining compliant with laws was done using paper files. This created time delays, errors, and problems in all phases of the HR process. Following the end of WWII an increase in regulations such as the Fair Labor Standards Act created additional complexity in determining employee compensation and reporting requirements, thus requiring organizations to become more organized in managing employee data.

2) The mainframe era (1960s-1970s) was the first step toward digitizing HR. Companies like Ford introduced large mainframe systems to perform payroll functions during this time by switching to machinery like IBM/360. While these machines significantly reduced calculation errors, they required technology specialists to run and maintain the hardware. Throughout this time, HR continued to be limited in the information it could store on current employees, so it limited itself to merely running payroll processes as it did not have systems to share information with other HR processes.

Between the late 1980s and early 2000s, organizations began to adapt to changing times with developing electronic Human Resources (HR) systems, which enabled them to operate more efficiently. Change was also coming from software providers like PeopleSoft, which launched in 1987, that offered HR applications that incorporated processes for hiring and administering employee benefits and enabled organizations to keep track of the skills and qualifications of their employees. As gaps were noticed in available talent, HR needed to transition their efforts from responding to daily operational tasks and placing a greater focus on planning for future employees; thus, HR transitioned from being considered simply as a clerical function to a more strategic function.

As we moved into the late 1990s and early 2000s, companies began utilizing ERP systems (Enterprise Resource Planning) with companies such as SAP and Oracle creating HR systems that combine HR data with finance and operations and thus allow for greater data analysis capabilities within an organization. The development of web-based HR systems also enabled employees to access their own HR data via the web, thus significantly reducing the amount of work HR has to perform; it allowed employees to perform approximately 30 to 40 percent of the work previously performed by HR.

5. Cloud and Mobile Era (2010’s – Present)

As we moved into the 2010’s, platforms like Workday and Success Factors made life easier for small to medium business owners. The setup time for these applications is fast compared to traditional IT solutions, creating a 60% reduction in overall IT costs. Thus, more companies than ever were able to access and afford advanced technology due to these applications becoming available. Mobile technology became a key tool needed for doing business. The use of applications that allow employees to check in remotely via GPS, alert when they’ve arrived and exited their workplace, and even use fingerprint security systems, is commonplace among companies whose employees travel frequently.

6. Artificial Intelligence and Predictive Era (2020's to present)

Now, as we entered into the 2020's, we have really advanced in technology. Chatbots are capable of handling approximately 70% of the routine inquiries that would normally be handled by HR departments; and, AI can sort and evaluate resumes as well as forecast employee turnover. Most importantly, the flexibility of these systems in various situations is increasing. For example, these systems have made available offline capabilities for remote access, and security alerts for

employees who work in war-torn or high-conflict areas. Clearly, technology is driving change today about how HR functions and the way that company was function in the future.

2.5.3. Core Functions of HRIS

As businesses continue to evolve, modern-day Human Resources Information Systems (HRIS) are an increasingly important aspect of how businesses manage people. An HRIS was connecting multiple key facets required to keep a business running. The first of these key aspects is basic administrative functions. This includes things such as payroll processing, benefits administration, and employment law compliance. According to Bondarouk and Ruël (2009), HRIS has become essential for humanitarian workers in locations throughout the world because these systems assist organizations in managing complex payroll situations across many different currencies and also provide organizations with assurances that they are complying with local and international employment laws. Because of these functions, HRIS reduces errors and increases efficiency for organizations and provides organizations with the ability to meet donor expectations for high levels of accountability (Ramakrishnan, 2014). The second significant key function of HRIS is the talent management aspect of employment. With a quality HRIS, organizations can manage the complete lifecycle of an employee—from recruitment to on-boarding to performance management to leadership development. Additionally, as Kavanagh, Johnson, and Gueutal (2017) point out, some modern HRIS provide organizations with the ability to connect employees with skill sets that are required during emergencies. They can also send out “digital onboarding kits" to new hires who are located in areas where access to the internet is limited. According to Hunt (2011), it’s critical to be able to respond quickly during emergencies, so having these onboarding kits available is essential.

Additionally, managers was able to determine whether employees have access to the skill set required for humanitarian jobs, thanks to performance management tools (Strohmeier, 2020).

Workforce analytics is the next category that was benefit from the new technology. Workforce analytics takes workforce data and transforms it into meaningful insight for organizations to use as strength during difficult times. Planners were having a method to track the types of skills employees possess and to identify gaps in skills before a disaster occurs (Ramakrishnan, 2014). Disasters can be simulated through the use of these platforms, giving planners the opportunity to match up individuals who would be the best fit to provide assistance during a disaster

(Strohmeier, 2020). Today's platforms can pull in security reports and provide planners with important information on where to send teams in areas of conflict.

The introduction of employee and manager self-service portals was greatly enhance the process of managing and processing human resources by providing employees with the ability to manage their HR needs on their mobile devices. Field workers frequently have trouble accessing HR services when they need them (Hunt, 2011), and having the ability to access these services easily on a mobile device is beneficial. Some modern day solutions allow a biometric log-in and was also allow for content upload very easily for end users who may be located in very remote areas. The ability to have up-to-the-minute alerts with regard to your personnel's levels of completion for safety and certification was make better decisions a quicker and swifter outcome than before. Without the proper alerting mechanism, it could take hours or days to gather the information needed for decision making. (Kavanagh et. al.) As a result, HR was become a true partner in all facets of a business and no longer remain strictly a support function. It was actually be able to create a new way for the business to operate. Ramakrishnan (2014) accounts for this by indicating that it is not about simply simplifying processes; it is about being able to build an organization that can react rapidly and accurately to human calamity.

2.6 Interrelationship between HR Planning and HRIS

Human Resources Planning (HRP) and Human Resources Information Systems (HRIS) are both core components of a successful HR organization. Together, HRP and HRIS create a synergistic relationship that enables HR, as a whole, to be more efficient in achieving organizational goals. HRP focuses on assessing future workforce requirements and identifying skills shortages. Then, HRP develops action plans to ensure that the right people are in the right positions at the right times to meet organizational goals. Conversely, HRIS provides HR professionals with a complete picture of current employee status, including the locations and responsibilities of employees and the skill sets and competencies of the employees. The availability of real-time data provides HRP professionals with an accurate and timely account of information they need to make informed decisions regarding workforce development. This active, positive exchange between HRP and HRIS forms an ongoing relationship in which both processes support one another. The HRP (Human Resource Planning) process is often shaped by how the HRIS (Human Resource Information System) captures data related to human resources. For example, when HRP captures information, HRIS was inform how the HRP process was collect skill-

related information for an organization's various job roles. Additionally, the analysis of the data captured by HRIS was support HRP professionals in developing "what if" scenarios, such as evaluating the impact of various restructuring options.

There are a few areas that demonstrate the interdependencies and synergy between HRP and HRIS. As mentioned above, one of the key areas of apparent interdependency is that they help maintain an appropriate skill-to-job-role balance within an organization. The HRIS was

Continuously maintain a record of the skills possessed by current employees, which enables workplace planners to easily determine potential skill gaps and devise strategies for addressing them. Prior to the development of a crisis in the area of interest to the humanitarian organization, HRIS are (1) Used by the organization's Forwards As Such Individuals With Steepēs' Skill(Such As "Water Sanitise")To identify People that was Accessed Relative To Both Their Specialized Training Only And Their Job Interwork.

Enhanced the capability of HR up and down the company to more effectively for aircraft forecasting and ultimately produce HRUP & down 3t positions within the company based on past & current data as collected by HRIS.

HRIS provides HR with historical data of employee turnover & movement patterns - hyperthyroid rotation & promotions that was provide HR with support in generating a potential total (HRP) long-Tim

Approximately 18-20% of Companies With Much Existing & Prior HRIS – Utilizing Their Data To Do Their Hiring, Has Resulted In A Significant Reduction In Overall Cost, (E.G., Between $1800 & $2000 per Job), When Compared To Traditional Hiring Processes.

HR people & organizations must comply with national, domestic (Canada and Europe) and international laws / regulations and agreements congress passed for workforce problem solving use of HRIS. therefore, tracking HR certification expires, certification re-application, organizations compliance to all other legally mandated requirements, therefore, companies are required to have the skills to PR they must use HRIS furthermore, to implement their strategies to do the above, therefore HRIS provides the means by which to convert all detailed data output-based workforce plan files was used to create the workflow delivery of steps within the workforce plan. For instance, if a key position is left vacant, HRIS can send alerts to recruiters right away, making it easier to get those roles filled promptly. in short, HRP and HRIS

complement each other, each reinforcing the other's role in managing human resources effectively and strategically.

2.6.1 Mediating Role of HRIS in HR Planning Effectiveness

HRIS (Human Resource Information System), is vital to turn Workforce Strategies, HRIS accomplishes this in three broad categories.

1) Taking the complexity out of the employee information. All of the various bits of info about employees in different systems and in these different systems, The HRIS combines/links to generate a complete employee overview. An example, HRIS can link stated training that an employee has received and identify their production. This link bridges a gap in knowledge for managers and enables them to make informed decisions on employee training/ investment. Humanitarian organizations are another example; during a crisis event, HRIS can quickly enable organizations to filter their HR rosters based upon their organization's needs (i.e. employees who can provide medical assistance, employees who speak a particular language). Speed to action is paramount during a time constrained event.

2) Automating routine / repetitive tasks, HRIS enables organizations to streamline their operations and reduce planning times upwards of 40 per cent - 60 per cent. As a result, less time is taken away from supporting strategic business decisions or taking on business growth initiatives. HRIS (Human Resource Information Systems) provides planners with an instant view of the potential impact on finances and the loss of skills as a result of making staff reductions, which previously would take weeks to determine. This type of efficiency is critical in dynamic work environments such as humanitarian assistance where needs are constantly changing.

HRIS also connects the daily work of employees with the strategic goals of the organization. By linking the daily activities of employees with a strategic direction, it helps ensure that every employee's work contributes to achieving larger strategic objectives. For example, if a business is looking to grow local hiring to reach a target percentage, the HRIS system was immediately identify that target within their recruitment systems. By identifying and communicating these targets through an HRIS, the organization ensures that everyone involved with the HR function can work towards meeting similar objectives, and research demonstrates that businesses that leverage modern HRIS experience an increase in the speed of implementation of strategies by 23% and success rate improvement of 12% on workforce programs. Overall, HRIS is essential to the successful deployment of workforce strategy by assembling and integrating important

employee-related data, automating processes to free up valuable time, and ensuring that each employee's daily effort is in support of an organization's objectives. HRIS allows organizations to react quickly in difficult situations and enables their workforce initiatives to be more successful overall.

2.6.2 Empirical Evidence on HRIS as a Mediating Variable

The impact of using a human resource information system (HRIS) on recruitment and management of employees globally is measurable by quantitative metrics. Research by Lengnick-Hall and Lengnick-Hall (2006) has demonstrated that HRIS-enabled e-recruiting systems resulted in 35% less time to hire new employees, and 28% more quality hires as measured by 90-day employee retention. HRIS use also benefited planning effectiveness, which resulted from an automated competency matching process by using e-recruiting systems.

Qualitative findings provide additional insight into the mediating role of HRIS in recruiting and workforce management. It has been shown that after implementing an HRIS system, 74% of HR staff spent more time on strategic optimization as opposed to just managing data (Hunt, 2011). Reducing regulatory compliance violations in the healthcare sector required several strategies (Strohmeier, 2020). Additionally, the automated tracking of certification requirements created an environment where there was less opportunity for human error when hiring employees.

While the use of HRIS has potential benefits, systemic barriers to understanding how HRIS mediate the success of organizations continue to be significant. These findings indicate that a significant percentage of implementation time (30-40%) of HRIS systems was utilized to migrate data from old legacy systems (Hunt, 2011), the majority of HR staff in legacy organizations were not able to fully utilize HRIS due to user resistance (Bondarouk & Ruël, 2009) and many organizations continue to impose hybrid online-offline solutions due to limited infrastructure, which limits the ability for real-time mediation of HRIS function (Ramakrishnan, 2014).

2.6.3 Influence of Digital Tools on HR Strategy Execution

Modern Human Resources Information Systems (HRIS) change how an organization carries out its Workforce Plan. This transformation from Planning to Execution is dynamic in nature as HRIS has the capabilities to be Predictive, Responsive and Integrative. Through the Predictive Analytics Layer, for example, scenario modeling allows for the modeling of future events (e.g., simulating an influx of 40% of refugees) to allow for the pre-positioning of staff to respond to these types of crises (Lengnick-Hall & Lengnick-Hall, 2006). Additionally, through Machine

Learning Algorithms, flight risks can be identified using more than 40 variables and, with that, HRIS can proactively retain 87% of critical talent (Sapient Insights Group, 2023).

Real-time adjustments to staffing models are facilitated by systems that include automated alerts to notify recruiters when actual hires deviate from hiring targets (Ramakrishnan, 2014) and real-time credential verification through Block chain Technology, which provides instant updates to HRIS skills inventories during emergencies (Strohmeier, 2020). Integrating HCM and Financial Management Systems provides a strategic way to identify the budgetary impacts of delayed hiring (Kavanagh et al., 2017). Integration via API connections to Disaster Response Software allows for automatic adjustment of staffing when the scope of work changes (Hunt, 2011).

2.7 Empirical Literature Review

The focus of this paper is a review of existing studies related to HR Planning (HR) and the use of HR Systems (HRIS) (in particular) within NCs and NGOs (as part of the humanitarian community). Through a critical analysis of past research findings and study quality, we (as wide as possible), are working to identify any gaps in what we know at present and was use this information to inform our own research efforts moving forward. Most studies currently available have tended to look at either HR solely, or HRIS solely; only a few have actually examined how both are used within the context of humanitarian response in Sub-Saharan Africa.

Exploring Human Resource Planning (HRP)

Human resource planning was let organizations meet their objectives more successfully than traditional training methods. For example, a study undertaken by Otoo et al., (2019) examined HRP practices within non-profit organizations within Ghana, establishing a significant relationship between structured HRP practices and both reduced employee turnover and greater alignment of the workforce with the organization's overall objectives. Collectively, their mixed-methods approach demonstrated that without an effective HRP structure, non-governmental organizations were effectively waiting for staffing needs to be confirmed before reacting to them, which in turn negatively affected their abilities to deliver quality services to clients.

Many public sector agencies within Ethiopia (Tessema & Soeters, 2006) have similarly struggled to develop an accurate understanding of their staffing requirements by effectively using HRP methods. As a result, staff members of public organizations often work in positions that do not align with the necessary skill sets for their respective jobs. This level of disconnection between a job's requirements and an employee's skill set illustrated the importance of accurately forecasting

human resource needs and developing succession planning within humanitarian organizations as they also encounter similar bureaucratic processes.

According to Kassie's 2021 Ethiopia NGOs case study on the role of HRP, HRP was mainly used as a 'tick-the-box' activity during audits rather than an actual management strategy. Most of the HRP planning was determined by what the donor wanted, and had no vision beyond that project. The project examples are something you would expect to see in many humanitarian contexts due to the chaos of emergencies and the unpredictable nature of funding resulting in difficulties with the long-term planning of HRP. Therefore, it is clear that technology-based solutions such as HRIS was assist in addressing some of these gaps.

Kessy conducted a Tanzanian NGO HR planning case study in 2020, focusing on some of the challenges and barriers surrounding HR planning in Tanzania. Some examples of barriers included a lack of strategic insight and limited access to Labor market information. These barriers led to inefficient management of projects and resulted in staff burnout. He advocated for the use of technology solutions and data-driven approaches to improve HR Planning and Staffing, which are two of the main areas that we are looking at now with regards to HRIS.

Human Resource Information Systems (HRIS) Adoption Studies

Many studies have been conducted that report how HRIS has impacted both private and public sectors; however, there is limited research on the use of HRIS in a humanitarian or NGO context. Yamamoto (2013) looked at several UN agencies regarding their use of HRIS and found that most of the systems were only used for performing administrative purposes (e.g., payroll, record-keeping), rather than providing the more strategic aspects of the HR function, such as forecasting workforce needs and mapping skills and competencies. In comparison to our current research project, Yamamoto’s work was help shed light on if and how HRIS systems might contribute to developing strategic plans for use by humanitarian organizations.

Ouma et al. (2016) researched the Technology Acceptance Model for HRIS systems' implementation and use by NGOs in Kenya and found that the perceived usefulness and ease of use of the HRIS system were two of the most significant predictors of employee acceptance of the technology. In addition, the level of readiness of the organization for change and the support of top management were identified as key factors influencing the successful implementation of an HRIS system. This study has relevance to our research, as it demonstrates that there are psychological and institutional barriers faced by organizations when attempting to implement

new technology. The research conducted by Berhanu and Getachew in 2022 on the lack of adequacy of skills by HRIS users within International Non-Governmental Organizations (NGOs) and the constraints on the utilization of Human Resource Information Systems (HRIS) for Planning Activities. The research also pointed out the major challenges faced by civic and humanitarian aid organizations and the link between those challenges and its study.

Ngai and Wat's (2006) research on HRIS in Hong Kong's Service Industry also highlights the role of HRIS in improving the effective use of Human Resources (HR) within organizations through streamlining administrative tasks and facilitating decisions through a reduction in the amount of duplicative data. Although this study was conducted in a different area of the world, it validates the idea that there are commonalities between the experiences of humanitarian organizations experiencing inefficiencies with HRIS.

The findings of Boateng (2007) on HRIS in Ghana also provide further validation of HRIS systems being used by Private companies for various HR functions, while Public Sector organizations were reluctant to fully implement HRIS, except for payroll purposes. The reluctance exhibited by Government organizations towards the use of HRIS systems mirrors the reluctance seen with humanitarian organizations towards effective planning through HRIS.

2.7.1 Bridging the Gap between HRIS and HR Planning

Research that has been conducted around HRP and HRIS has mainly investigated the two separately. There is very little published research available, which addresses how HRIS was improve HRP. Haines & Lafleur (2008) conducted an integrated HR system study and discovered that organizations are able to apply HRIS strategically to gain insights about their workforce needs, and to manage employee succession planning more effectively compared to organizations without the capability of using HRIS. However, the majority of their findings were collected from a corporate setting; therefore, more research is required to understand the effectiveness of HRIS in a nonprofit or humanitarian environment.

Al-Qudah, Osman and Othman's 2014 research study in Jordan identified a positive correlation between HRIS features that facilitate planning and human resource management within public sector organizations. However, the authors also identified that due to a lack of technical expertise in using the system, organizations were not able to obtain all of the benefits associated with HRIS. Consequently, they noted that addressing the technical shortcomings within humanitarian organizations was allowing the HRIS to be optimally utilized.

Namubiru (2020) reviewed the usage of HRIS within civil society organizations in Uganda; and he found that it was critical to engage all end users in order to make these systems effective. Although the study primarily focused on outcomes resulting from the adoption of HRIS, it supports the notion that HRIS should be integrated with HRP to achieve maximum value. Kumssa & Jones undertook a qualitative evaluation of East African NGOs in 2020 and found that these organizations used Human Resource Information Systems mainly to meet compliance needs and audits, rather than for strategic purposes. This confirms the focus of our research as it demonstrates a significant difference between how those working in the humanitarian field utilize HR technologies from the perspective of enhancing Human Resource planning, and the potential to accomplish this type of planning through an HRIS system is often missed by these NGO's.

Looking Ahead: Challenges and Opportunities

The authors Mohamed and Worku, conducted a study in 2021 that found although human resource (HR) planning is known to be necessary, HR planning gets set aside for the immediate needs of HR management's daily operations. The HR information system (HRIS) is used primarily for attendance tracking and paying staff salaries, rather than supporting strategic HR planning.

In a separate study in 2022, Gebremedhin and Habtie examined the operations of international non-governmental organizations (NGOs) responding to the conflicts in Tigray, federal government , and found the lack of real-time access to HR data makes it difficult to make timely and appropriate changes to staffing and human resources availability, which reinforces the need for a connected HRIS with the ability to provide the information necessary for HR managers to effectively develop a dynamic HR plan during a time of chaos. While there has been empirical research into both HRIS and HRP, there exists a research gap pertaining to the intersection between the two, particularly with respect to their use within humanitarian contexts. Furthermore, the majority of what is previously known discusses either the barriers of adoption or issues related to HRP without also considering HRP within the context of HRIS adoption. In this study, we were address this lack of available information by examining the impact that the adoption of HRIS has on the efficiency and strategic role of HRP within humanitarian organizations in Ethiopia. Furthermore, very little research is currently available that addresses the contextual elements, including unique operational challenges, digital skill deficits, and

institutional barriers faced by humanitarian organizations operating within fragile settings. By focusing our research on this specific context, we aim to provide the humanitarian community with insight that was have both regional significance as well as help create theoretical connections between the adoption of technology and strategic HRM.

2.8 Conceptual framework of the study

1. Workforce Forecasting and Demand Planning

Forecasting the future workforce means determining what type and how many workers an organization was need in the future. This requires forecasting the required skill set, number of employees and which roles they were perform in the future. On the other hand, demand planning is used to determine how many workers an organization needs to accomplish its objectives. Forecasting is especially important for humanitarian organizations due to their unique nature, where funding, disasters, and programmatic circumstances can change rapidly. Good forecasting allows an organization to have the right people with the right skills when needed and thus increases the effectiveness of both human resources planning and forecasting. Some indicators of effective forecasting may include:

2. Staff Allocation and Succession Planning

Staff allocation is the process of placing employees in positions that best utilize their skills; and succession planning occurs when organizations identify and develop employees within their own organizations for possible future leadership opportunities. In the humanitarian sector, where workers frequently move on to other opportunities, these two practices allow for a smoother transition and continued effective operations while developing future leaders and minimizing interruptions to productivity during the changeover. Some ways to gauge staff allocation and succession planning might include.

3. Challenges in Recruitment and Retention – Humanitarian organizations often face difficulties in recruiting and retaining qualified personnel due to budget constraints, hazardous working conditions and the increased competition with other international non-governmental organizations (NGOs) for employee talent. High employee turnover and the frequency of recruiting and hiring may negatively impact Human Resource Planning (HRP) and ultimately limit the ability of the organization to provide important services to those they serve. Therefore, addressing the challenges associated with recruiting and retaining employees can provide the organization with the opportunity to have improved HRP and a more stable workforce. The

following can be indicators of an organization's challenges with recruiting and retaining employees.

4. Alignment of Human Resource Planning (HRP) with Organizational Goals – An organization's HRP is the process by which an organization identifies and hires qualified personnel to carry out its business purposes. Organizations should ensure that they are aligned with the overall organizational goals in order to effectively manage their resources and keep their employees engaged with their work. When organizations fail to align their HRP with their organizational goals, it may create mismatches between staffing levels and service delivery. The following may serve as indicators of an organization having effectively aligned HRP with its organizational resources.

5. An HRIS is a computerized system that collects, retains, and organizes human resource data to assist in making human resource planning and decision-making decisions. An HRIS effectively connects HR processes with current data and allows efficient coordination of activities; therefore, quick response and efficient use of time as well as resources in the delivery of humanitarian assistance are significant benefits of an HRIS. The existence of an HRIS can greatly enhance the human resource planning process by providing a clear line of sight from the human resource planning stage to quickly being able to make HR planning decisions, thereby maximizing the organization's ability to align strategically. Some signs of an effective HRIS include:

6. How effective HR planning is in delivering desired results from human resource planning. This includes having the right staff types available at the right times as well as the flexibility to adapt, thus providing service delivery continuity for the customers being served. When an NGO performs HR planning effectively, it provides timely access to the appropriate number of staff needed, reduces the turnover of employees, improves the quality of service delivery, and enhances the satisfaction of donors and stakeholders. Thus, HR planning demonstrates how an NGO can successfully predict and fulfill its human resource staffing requirements under varying and potentially volatile conditions. Indicators of effective HR management planning may include:

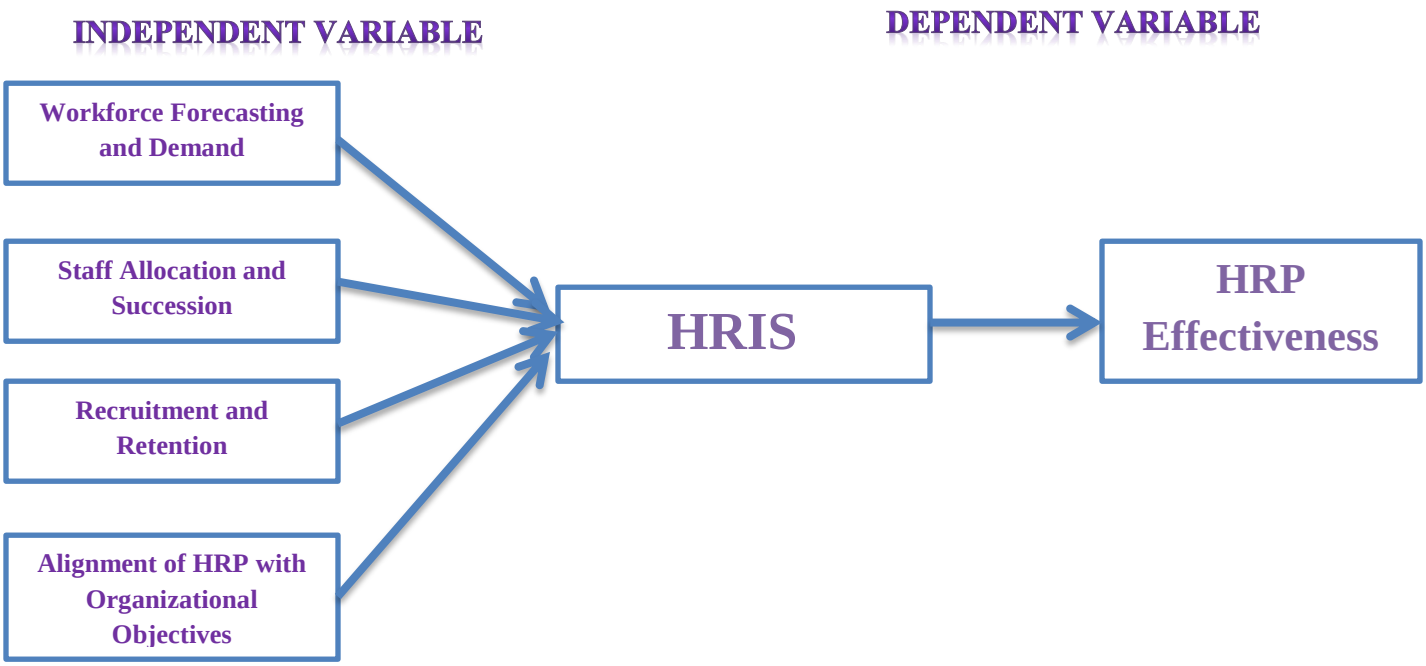


Figure 2. 1 Conceptual framework of the study

Source: Adopted from with some improvement Obeidat, B. Y., Al-Dmour, R. H (2022)

2.9 Hypotheses of the study

1. Workforce Forecasting and Demand Planning → HR Planning Effectiveness

Workforce forecasting is a strategy used to plan for future staffing needs, as well as develop a plan for fulfilling those needs, in order to increase the effectiveness of the organization's human resources (HR) department. In particular, organizations must be able to prepare for unplanned changes to their workforce, such as temporary staff shortages or influxes of new employees, which can occur rapidly within the context of humanitarian organizations due to the unpredictable nature of some of their operations. Therefore, workforce forecasting allows HR departments to be proactive and take into consideration both internal factors (i.e., events or changes occurring inside the organization) and external factors (i.e., potential barriers/obstacles faced by the organization due to external influences) in relation to what the organization's staffing requirements and staffing challenges was, which ultimately helps to ensure that the HR department is able to effectively meet the staffing needs of the organization. In addition to enabling accurate HR planning, workforce forecasting was also enable organizations to allocate resources more effectively and efficiently, and improve the overall performance of their HR departments.

H1: Workforce forecasting and demand planning have a significant positive effect on the effectiveness of human resource planning in humanitarian organizations.

2. Staff Allocation and Succession Planning → HR Planning Effectiveness

HR plays a critical role in staff allocation and succession planning. Staff allocation is about placing staff into positions that provide the best opportunity for them to excel. When staff positioned succeed turnover rate fall and organizational agility increase. Succession planning is about preparing current employees to step into future leadership positions within the organization, which helps retain organizational knowledge, reduces disruption, and provides employees with development opportunities. Boxall and Purcell (2016) state that not-for-profit and humanitarian organizations with solid plans for deploying staff and developing future leaders report greater stability and performance in their workforce.

H2: Staff allocation and succession planning significantly influence the effectiveness of human resource planning.

3. Recruitment and Retention Challenges → HR Planning Effectiveness

Recruiting and retaining qualified personnel in humanitarian careers are challenging! Humanitarian agencies also struggle with recruiting and retention due to unsafe working conditions, high staff turnover rates, and reduced availability of skilled and qualified human resources. This gap between organizational needs and available human resources creates numerous problems for humanitarian agencies. Alam & Saeed's research (2020) identified the negative impact on agencies' HR functions when they face challenges in sourcing and retaining qualified employees.

H3: Recruitment and retention challenges negatively impact the effectiveness of human resource planning in humanitarian organizations.

4. Alignment of HR Planning with Organizational Objectives → HR Planning Effectiveness

It is critical for ensuring that HR functions support an organization’s larger goals and also contribute to the long-term success of the organization, not simply a best practice. According to research conducted by Wright and colleagues in 2005, organizations that highly align their HR planning with their strategic objectives are more likely to have superior performance and be able to achieve these objectives in an effective manner.

H4: The alignment of human resource planning with organizational objectives positively affects HR planning effectiveness.

5. Mediating Role of HRIS → between HRP Practices and HRP Effectiveness

According to Obeidat (2022), HRIS systems are especially advantageous when utilized in humanitarian environments because they was enhance the coordination of field personnel, enable organizations to capture and analyze data as it occurs, and allow them to respond to emergencies more efficiently.

H5: Human Resource Information Systems mediate the relationship between human resource planning practices and the effectiveness of human resource planning.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.0 Introduction

The chapter outlines how the factors affecting the outcomes of human resources planning (HRP) in international humanitarian organizations were investigated, including the research design, methodology and strategy; a description of the population that comprised the sample, sample selection procedure, data source, collection tool; an explanation of how the data would be analyzed and tested against the model; and procedures to ensure that reliable and valid results were obtained from the instruments. Sample selection methods were used to ensure that the findings of this study are useful and generalizability, while adhering to ethical guidelines throughout the entire research process. The conceptual framework that informed this study was presented, as well as a discussion on how the variables were measured using reliable scales in previous research to ensure accuracy and consistency. Finally, the chapter included a detailed plan for the analysis of the data, and how statistical software programmers (SPSS and SEM) would be used to facilitate analysis. Therefore, this chapter was serving as a guide to the research procedures which was conducted to develop valid and reliable answers to the research questions, and to test the research hypotheses in the previous chapter.

3.1 Description of the Study Area

The Ethiopia Program of Caritas Switzerland (a program of the Catholic Church) has been active since 1974, implementing an integrated Humanitarian-Development-Peace (HDP) Nexus framework, addressing multi-dimensional poverty and supporting the effective implementation of programming, climate change resilience, livelihood income generation and migration as well as humanitarian emergency relief returnee programming. This Program applies multiple modes of operation across all regions of Ethiopia, where initiatives funded are classified as combined immediate emergency assistance and long-term development initiatives, including (but not limited to) Agricultural Development, Strengthening Market Systems, WASH and Emergency Relief. The program incorporates an extensive community participatory approach throughout the design and implementation of all projects, with special emphasis placed on engaging and empowering women and youth in community decision-making processes. As an international non-governmental organization registered in Switzerland, Caritas Switzerland works

collaboratively with a diverse range of strategic alliances amidst various stakeholder groups including government agencies, private sector entities and research institutions to ensure the maximum impact of the programmer. The purpose of this research was to investigate the human resources (HR) planning practices of Caritas Switzerland operating within the context of the Ethiopian Programmed and more specifically, to gain insights into how dual emergency response and sustainable HR strategies are developed and implemented in a complex environment. The unique context of the study site has an impact on how Human Resources systems facilitate the staffing, training and strategic alignment of an organization that operates in a humanitarian environment with ongoing challenges of repeated climate shocks, displacement and poverty. By centering the investigation on Caritas Switzerland's Ethiopia Program, the research was yield insights into HR challenges and solutions specific to organizations working at the intersection of humanitarian and development goals.

3.2 Research philosophy

The study was anchored in the positivist research philosophy, which posits that social reality is objective, external to the researcher, and can be measured through empirical observation. According to Saunders, Lewis, and Thornhill (2019), positivism is appropriate for research that seeks to identify causal relationships and laws through the collection and analysis of quantitative data. By adopting this philosophical stance, the researcher treated the human resource planning practices and the organizational effectiveness of Caritas Switzerland’s Ethiopia Program as measurable facts rather than subjective interpretations. This approach facilitated a deductive research process, where a conceptual framework was established based on existing literature and subsequently tested using statistical evidence to confirm or reject specific hypotheses (Creswell & Creswell, 2018). Furthermore, the positivist paradigm ensured that the investigation into the mediating role of HRIS remained value-free and objective, as the researcher functioned as an independent observer to maintain the reliability and validity of the findings (Bryman, 2016). Ultimately, this philosophy provided the necessary foundation to quantify the "Impact" and "Role" of the variables in a manner that allows for the results to be generalized within similar humanitarian organizational contexts.

3.3 Research Design

A research design is the starting points for organizing all the steps that are needed to collect, analyze, and interpret data systematically. For the research project, it was decided to use a combination of descriptive and explanatory (causal) research designs. The descriptive research design was used initially to illustrate the ways in which humanitarian aid agencies are currently carrying out workforce forecasting, placing their staff, succession planning methods, recruitment and retention practices and the use of Human Resource Information Systems (HRIS). By quantifying how agencies perceive and implement HRP practices as a whole, we are able to create an accurate representation of the state and patterns of HRP practices across agencies. The explanatory (cause-and-effect) research design was used later to measure the degree of relationship between HRP practices and the effectiveness of HR planning. This research was also be able to assess the relationship of each HRP practice (as a variable) on the effectiveness of HR planning and measure the impacts of HRIS as a mediating factor. The objective of this approach is to provide answers about what happens as well as why and how things happen.

3.4 Research Approach

The study exclusively employed a quantitative research methodology to assess the impact of human resource planning practices on organizational effectiveness within Caritas Switzerland's Ethiopia Program. This approach was selected because it provided an objective means to collect and analyze empirical data, which was essential for evaluating existing theories and testing the specific causal linkages defined in the conceptual framework. By utilizing a quantitative design, the researcher was able to generate a significant volume of data, providing a comprehensive overview of HRP practices—specifically workforce forecasting, succession planning, recruitment challenges, and organizational alignment—and their measurable effect on planning effectiveness.

The decision to utilize quantitative methods only was further necessitated by the data collection strategy and the complexity of the variables involved. As data were collected through online platforms, qualitative methods would not have been as effective for examining the intricate statistical relationships between the independent variables and the mediating role of the HRIS. The study relied on a highly structured questionnaire consisting of closed-ended items on a Likert scale, which allowed for the precise quantification of respondent perceptions. Furthermore, this approach was strictly consistent with the positivist philosophy adopted for the

study, supporting the premise that an objective reality exists and can be established through empirical evidence. Ultimately, the quantitative research design minimized researcher subjectivity, allowed for potential replication, and provided the statistical precision required to describe the mediating influence of HRIS on HRP effectiveness.

3.5 Target population of the study

This study was include 105 human resource respondent within Caritas Switzerland's Ethiopia program, including HR officers, managers, recruitment specialists, training coordinators, and HRIS administrators who are directly engaged in workforce planning, recruitment, succession planning, HRIS management, and strategic HR alignment across the organization's operational areas in Oromia, SNNPR, and Tigray regions. These participants were specifically selected due to their hands-on involvement in HR planning processes and their ability to provide critical insights into both the operational challenges. The reason for their selection was based on their involvement in the HR planning process and the ability to gain valuable insights into both the operational challenges (e.g., staffing–program mismatches, HRIS limitations, training gaps, etc.) and the mediating role of HRIS in supporting the planning function of HRP. Their experience working with and using the HR policies and systems of Caritas Switzerland places them in a unique position to provide practical and accurate perspectives about the function of HR Planning in a humanitarian environment, especially with regards to the fluid workforce issues arising from the Organization's dual emphasis on emergency response and long-term development projects in Ethiopia. Both their daily role at Caritas Switzerland and their frontline involvement in the application of HRIS give them the capability and background to accurately represent how Human Resource Planning is conducted and what challenges exist within a Complex Humanitarian Setting.

3.6 Sampling technique and sample size

The study was use a census sampling design due to the small size of the targeted population (n=105 employees) and because they are conducting this research on HR planning, which is specifically aimed at organizations in the humanitarian sector located in Ethiopia.

A census sampling design is a type of sampling that does not involve any selection of individuals based on random or statistical methods; rather all members of the population are included in the study as well as representative samples from the entire target population. This method is most appropriate for smaller, easily collected populations because it provides researchers with access

to complete and robust data from which to draw meaningful conclusions and increase analysis power by decreasing sampling error.

In this study, the complete target population of 105 HR professionals was included as participants. Inclusion of the entire population maximizes the likelihood that the findings was comprehensive and fully represent the experiences and perceptions of HR professionals employed within the context of humanitarian aid. Eliminating the need to establish sample size and using the complete target population assures that findings from the present study was valid and reliable, as opposed to studies that require random or stratified sampling.

3.7 Source of data and data collection instrument

3.7.1 Source of data

The goal of this research study was to gain a comprehensive understanding of the research problem by using both primary and secondary types of data. The structured questionnaire designed for this purpose included questions related to workforce forecasting, succession planning, recruitment and retention issues experienced by the organization, and issues with HRIS use, as well as personnel and human resource planning practices of the organization. Participants in the research consisted of both employees and human resources personnel of the participating humanitarian organizations, and the information that was gathered from the responses of employees provided the primary participant with direct insight into the planning process of human resources within that organization and challenges faced by the organization during that time. The secondary data sources that were used to gather the necessary information included published and unpublished records from multiple sources such as files and documents maintained by the organization; HR policy manuals; annual reports; journal articles that have been published on theoretical discussions of Human Resource Related Issues; research theses; reports and information produced by government agencies or non-governmental agencies (NGOs) regarding Human Resource issues. The information that is obtained from secondary sources is used to create a contextual backdrop for the research findings, strengthen the theoretical foundation of the findings, and allow for triangulation of the data that has been obtained from the primary data sources. The use of both primary and secondary sources enhances the credibility of the study and provides an increased depth of understanding and insight into how effective Human Resource Planning is for humanitarian organizations through this research study.

3.7.2 Data collection instrument

The data collection for this study, adequate and pertinent information, was done through a structured questionnaire. In constructing the questionnaire, the structured item bank that was developed was aligned to both self-report and to previous literature, while also ensuring that the questions were salient to the research questions and objectives. The instrument primarily consists of closed-ended questions and employs a five-point Likert scale, where responses range from Strongly Disagree to Strongly Agree, which provides responses that reflect the perceptions, attitudes, and experiences of participants in terms of different facets of human resource planning.

To ensure clarity, relevance, and reliability of the instrument, a pilot test was conducted on a small group of participants who are similar and/or matched to the population being studied. The comments collected during the pilot phase were used to clarify ambiguous questions and to improve the organization of the questionnaire for a more extensive distribution. The standardized questionnaire format allows for a consistent method of data collection from different participants that can be beneficial for statistical analyses and to reach valid conclusions.

3.8 Method of data analyses

Quantitative data were collected through structured questionnaire data were processed as quantitative data as per descriptive/explanatory (cause/effect) research design employed for the study. The analysis of structured questionnaire data was completed using SPSS (Statistical Package for the Social Science) Program, which is an efficient statistical program for processing quantitative data.

Data Coding and entering, followed by Data Cleaning, were the first two steps in the Data Analysis Method. The process of Data Coding and entering involves the entry of structured questionnaire responses from respondents to SPSS, while the Data Cleaning procedure is to make sure that all the responses entered into SPSS were accurate and complete. Descriptive Statistics were performed before and during Data Cleaning to summarize demographics as well as give a general overview of each variable's response across all respondents, therefore giving a basis for evaluating if there were any anomalies or outliers within the demographic sample for this study. Once all descriptive analyses were completed, Inferential Statistics were then used to test the hypothesized relationships among the Independent Variables and Dependent Variables. The aim of the correlation analysis was to establish the types and patterns of interactions between key independent variables (e.g., Workforce forecasting, Succession Planning,

Recruitment and Retention, and Alignment with the Organization) to determine how HR planning is expected to perform in the future. Multiple Regressions Analysis was conducted to assess the strengths (empirical evidence) and weaknesses of each of the independent variables by predicting how each was impact HR Planning Effectiveness (dependent variable). Mediation Analyses may have used the Baron and Kenny (1986) Mediation Techniques SAP and/or Sobel Tests, Bootstrapping, etc., depending on the characteristics of the dataset, to identify the potential mediating effect of Human Resource Information Systems (HRIS) on HR Planning Effectiveness and to what extent it affects the relationship between HR Planning Practices and HR Planning Effectiveness. Additionally, the significance level was set at 0.05 for all the statistical analyses. A p-value < 0.05 indicates statistical significance in favor of the hypothesis. The results of the analyses provided concrete evidence for both the development of HR Planning and the findings from this study. This structured analysis and statistical type of approach was allow the study to derive valid conclusions about the motivators of effective human resource planning practices in humanitarian organizations.

3.9 Reliability test

In order for the instruments being used to gather data to consistently measure the intended constructs, a reliability test was conducted on each of the multi-item scales found in the questionnaire. Cronbach's alpha was the statistic used to estimate internal consistency reliability; Cronbach's alpha is a commonly used statistical coefficient that assesses how well a group of items are related to each other. While it provides an indication of scale reliability, it is not regarded as a formal statistical test but merely provides an indication of reliability based upon two factors; 1) the number of items in the scale and 2) the mean inter-item correlation between all the items within the scale.

Table 3. 1 Reliability Statistics

Reliability Statistics	Cronbach's Alpha	Item	Internal constancy
Workforce Forecasting & Demand Planning	.703	8	Good
Staff Allocation & Succession Planning	.818	8	Very Good
Recruitment & Retention Challenges	.756	8	Good
Alignment of HRP with Organizational Objectives	.949	8	Excellent

Human Resource Information System (HRIS)	.889	8	Very Good
HRP Effectiveness	.818	8	Very Good
All	.784	6	Good

Source Owen survey, 2025

The internal consistency of the measurement scales was assessed through the use of Cronbach's Alpha reliability analysis. The results, found in Table 3.2, show that all constructs met the minimum acceptable standard (alpha greater than or equal to 0.70) indicating strong reliability. The construct that exhibited the highest degree of reliability was Alignment of HRP with Organizational Objectives ($\alpha = 0.949$), which demonstrated excellent consistency. Conversely, the construct that had the lowest acceptable degree of reliability was Workforce Forecasting & Demand Planning ($\alpha = 0.703$), although it still exhibited adequate reliability. The overall reliability of the constructs pooled together was determined to be $\alpha = 0.784$ indicating that the instrument could be used reliably for any further analysis.

3.9.1 Validity Test

Before Full-scale data collection began, a validity assessment of the Data Collection Instrument was performed to confirm that the Data Collection Instrument measured accurately what was intended to be measured. Content Validity was established first, by comparing the data collection instrument with the theoretical Variables developed from empirical studies concerning Human Resource Practices, Human Resource Information Systems use (HRIS), and Human Resource Effectiveness. The instrument was then given to both academic supervisors and human resources practitioners for their opinion on how clearly each item was written (i.e., is it easy to understand), how well each item relates to (i.e., represents) the subject matter of Human Resources, and whether or not each item represented a small portion of the overall topic. After receiving this input, the instrument was revised to improve the Ambiguity of statement items, deleted duplicate items, and create a logical flow for the statement items. Construct Validity was

3.10. Ethical Considerations

The role and impact of ethical considerations is critical in creating, enhancing, and maintaining Human Dignity and Human Integrity throughout the research process. Throughout this research, ethical guidelines were established and thoroughly applied to protect against the various types of issues and concerns that can arise during the research and also fully realize the intent of the research. Research participants were provided clear and concise details regarding the purpose of

this research and the objectives prior to their participation. Research participants agreed to provide informed consent and were given assurances that their identities and private information would be maintained as confidential. Identifying names and numbers was all remain confidential. All of this research data was remaining protected and handled in accordance with protection of private information. As a result of following ethical standards throughout the data collection process, the researcher created a climate of transparency, trust, and respect with all participants.

Established by developing a Map of Item-to-Construct correspondence, ensuring that every item was matched to the Dimension (i.e., construct) it represented. Construct validity was then assessed by means of inter-item Correlations and Reliability of the data collected. All constructs that produced acceptable Reliability Coefficients ($\alpha \geq 0.70$) showed strong Convergent Validity. Finally, the Factor Loading Patterns were analyzed to ensure the items representing a particular dimension shared a high correlation with each other, indicating acceptable Construct Distinctiveness. As a result, the Data Collection Instrument can be considered Valid and as such, appropriate to use in subsequent statistical analyses.

CHAPTER FOUR

4.DATA PRESENTATION ANALYSES AND INTERPRETATION

4.0 Introduction

In this chapter, we analyses and interpret the data collected in accordance with our objectives. We first introduce the demographic characteristics of the sample to enhance understanding of this particular sample's context through the presentation of the sample's response rate and the demographic profile of the sample. In addition to the response rate and the demographic profile, we was present the results of the reliability and validity assessments of the measurement instrument used to support our use of this dataset for inferential analysis. Following the reliability and validity assessments, was present descriptive statistics to demonstrate the current state of human resource planning (HRP) practices, existing barriers to effective HRP, and the utilization of HRISs within Caritas Switzerland's Ethiopia Programmed. Was then exploring the relationships among HRP practices, HRIS use, and HRP effectiveness using inferential statistics. When there are sufficient data points to warrant was test for any mediation between HRIS use and HRP effectiveness using the appropriate statistical tests and present our findings in relation to the existing literature on this subject. This chapter was provide the empirical evidence that either supports or refutes the assumptions set forth in Chapter Two, and was form the basis of the conclusions and recommendations presented in Chapter Five.

4.1 General information of the respondent

The demographic information for the sample of respondents is summarized in this Section. It is important to understand the demographics of each respondent in order to have a better understanding of the context in which the research findings were collected and to demonstrate the various backgrounds of participants that relate to the research objectives. This information was include the respondent's gender, age, educational attainment, job title, and previous experience in Human Resources (HR) in the Caritas Ethiopia program. This overview enables researchers to assess whether certain types of characteristics that a respondent has may influence the way he or she views the HR planning process, HRISs implementation, and overall HR effectiveness.

Table 4. 1 General Information of the res

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	52	50.0	50.0	50.0
	Female	52	50.0	50.0	100.0
	Total	104	100.0	100.0	

Please indicate your age group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years	54	51.9	51.9	51.9
	25 - 30 years	14	13.5	13.5	65.4
	31 - 40 years	20	19.2	19.2	84.6
	Above 40 years	16	15.4	15.4	100.0
	Total	104	100.0	100.0	

Please indicate your highest level of formal education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	8	7.7	7.7	7.7
	BSc/BA Degree	59	56.7	56.7	64.4
	Master's Degree and above	16	15.4	15.4	79.8
	4	21	20.2	20.2	100.0
	Total	104	100.0	100.0	

How long have you been working in Humanitarian Sector?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 year's	86	82.7	82.7	82.7
	6-10 years	16	15.4	15.4	98.1
	11-15 years	1	1.0	1.0	99.0
	16 years and above	1	1.0	1.0	100.0
	Total	104	100.0	100.0	

Years of Experience in Current Organization (Caritas Switzerland - Ethiopia)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 year's	64	61.5	61.5	61.5
	6-10 years	29	27.9	27.9	89.4
	11-15 years	7	6.7	6.7	96.2

	16 years and above	4	3.8	3.8	100.0
	Total	104	100.0	100.0	

Source Owen Survey, 2025

Respondents demonstrate a gender-diverse sample with both male and female respondents comprising 50% of the total sample (n=104). The largest concentration of respondents was age (51.9%), followed by respondents 31 - 40 years of age (19.2%) and lastly, 15.4% of respondents older than 40 years of age. Thirteen point five percent (13.5%) of respondents fall into the age category of 25 - 30 years, indicating that most workers in the workforce are composed of young and early career workers. Additionally, more than 50% of respondents (56.7%) hold a BA or BSc degree, while 15.4% have earned a Master and above, indicating a relatively high-level qualification within the workforce. The 7.7% of respondents who have a diploma level of education and 20.2% who fall into other educational categories demonstrate evidence of educational diversity among the employees of the organization. The majority of respondents' employment experience within the humanitarian sector spans 1 - 5 years (82.7%), contrasted with only a small percentage of respondents with 10 + years of experience; 61.5% of respondents' service to Caritas Switzerland Ethiopia Programmed is as such that they have been employed between 1 - 5 years while 27.9% of the employees have worked for Caritas Switzerland Ethiopia Programmed 6 - 10 years. The number of respondents with over 10 years of employment by the organization is 10.5%. This implies that although employees are generally young and relatively new to the sector and organization, they possess good academic qualifications, which may influence attitudes and understanding toward HR practices and HRIS utilization.

4.2 Descriptive analyses

The information in this section of the study is provided by the descriptive statistics of the answers collected from the participants. The analysis includes the calculation of mean scores and standard deviations, which were derived from the items that were measured using a five-point Likert scale that ranges from a score of 1 (Strongly disagree) to 5 (Strongly Agree). The mean score has been used to determine the overall level of agreement from the respondents for each item, whereas the standard deviation has been calculated to show the degree of variability of the responses from the group of respondents for each item. To simplify the interpretation of the data analysis, the mean scores are grouped into pre-defined groups and ranges. The groups and ranges of the mean scores are defined as follows: 1.00 - 1.80 (strongly disagree), 1.81 - 2.60 (disagree),

2.61 - 3.40 (neutral), 3.41 - 4.20 (agree), 4.21 - 5.00 (strongly agree). These classifications were established from the guidelines given by Best (1977), as referenced in Birhanu (2017). In addition to the interpretation guides, descriptive statistics of each dimension are presented to illustrate the existing practices, problems, and point of view of respondents related to HR Planning and the use of HRIS (Human Resources Information System) and HRP (Human Resource Planning) effectiveness.

Table 4. 2 Descriptive Statistics

Descriptive Statistics			
	N	Mean	Std. Deviation
Workforce Forecasting & Demand Planning	104	3.3954	.51084
Staff Allocation & Succession Planning	104	3.8798	.66462
Recruitment & Retention Challenges	104	3.8726	.62746
Alignment of HRP with Organizational Objectives	104	3.9435	.71519
Human Resource Information System (HRIS)	104	3.8281	.71843
HRP Effectiveness	104	3.8462	.78309
Valid N (listwise)	104		

Source Owen Survey, 2025

The analysis of descriptive provides a summary of how survey respondents perceive the various constructs that were measured in this study. The mean and standard deviation for Workforce Forecasting and Demand Planning was 3.39 (SD = 0.51), placing this construct in the “Neutral” range which indicates that respondents neither felt strongly about, nor did they disagree with, the effectiveness of these techniques for forecasting and planning for human resource needs. The mean and standard deviation for Staff Allocation and Succession Planning was 3.88 (SD = 0.66), indicating that respondents were generally in agreement that Staff Allocation and Succession Planning are being utilized effectively within their organizations. The mean value for Recruitment and Retention Challenges was 3.87 (SD = 0.63), indicating that respondents do agree that their current organization is facing significant challenges to recruit and retain skilled workers in an expedient manner. Also of interest is that Alignment of HRP with Organizational Objectives had the highest mean score of all the constructs measured at 3.94 (SD = 0.72),

illustrating a strong agreement that HRP activities and programs are aligned with the broader strategic objectives of Caritas Switzerland's Ethiopia Program. Moderate utilization of HRIS systems to support HR activities was indicated by a mean score of 3.83 (SD = 0.72) from our respondent's HRIS dimension. The mean score of 3.85 (SD = 0.78) from our respondent's HRP dimension suggests that HRP contributes positively to staffing decisions, employee management, and overall HR outcomes. The results also reveal that respondents generally have positive views on HR practices, HRIS utilization, and their respective effectiveness, but there are some areas of improvement regarding forecasting and demand planning capabilities.

4.3 Correlation

This subsection provides an Analysis of Relationships using Pearson's Coefficient. The primary goal of this analysis was to identify how strong or weak were associations between various variables that serve as indicators for HR Planning (HRP), Human Resource Information Systems (HRIS), and the overall HRP Effectiveness. The findings was identify if there is a correlation between improvement in one of the main indicators and change in another indicator, providing initial evidence to support additional inferential analyses. Interpretations of the results have been made based on well-accepted values related to Pearson's Interpretation, thus denoting either a weak, moderate, or strong correlation between the variables being studied.

Table 4. 3 Correlations

Correlations

	Workforce Forecasting & Demand Planning	Staff Allocation & Succession Planning	Recruitment & Retention Challenges	Alignment of HRP with Organizational Objectives	Human Resource Information System (HRIS)	HRP Effectiveness
Workforce Forecasting & Demand Planning	1					
Staff Allocation & Succession Planning	.693**	1	.			
Recruitment & Retention Challenges	.589**	.842**	1			
Alignment of HRP with Organizational Objectives	.589**	.765**	.881**	1		
Human Resource Information System (HRIS)	.561**	.796**	.769**	.928**	1	

HRP Effectiveness	.653**	.772**	.749**	.900**	.855**	1

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

Source Owen Survey, 2025

All of the main variables in this study were found to correlate with one another in a statistically significant way at the .01 alpha levels, which indicates that as an HR-related variable improves, there was a positive effect on other HR-related variables. For example, Workforce Forecasting and Demand Planning showed a strong positive correlation (r = .653) with HRP Effectiveness, suggesting that effective Workforce Forecasting and Demand Planning practices support improved HR performance outcomes for the organization. Similarly, there was a strong positive correlation between Staff Allocation and Succession Planning, as related to HRP Effectiveness (r = .772), indicating that effective Staff Allocation and Succession Planning help to produce better HR outcomes. Recruitment and Retention Challenges were determined to have a positive correlation (r = .749) to HRP Effectiveness when the factors related to Recruitment Delays and Retention Challenges are effectively managed. The strongest correlations between the two groups of HR-related variables were between the Alignment of HRP to Organizational Objectives and HRP Effectiveness (r = .900), and the Human Resource Information System (HRIS) and HRP Effectiveness (r = .855). The research findings suggest that the closer the alignment of HR planning activities to institutional goals and the more effectively utilized the HRIS, the greater the HRP outcomes were. In addition, there were very strong relationships between HRIS and other variables, including the Alignment of HRP with Organizational Objectives, which had a very large correlation (r = .928). This suggests that the use of HRIS was enabling HRs to strategically align their HR Processes (HRP) with the organization's overall strategy. Additionally, the correlation matrix suggests a reciprocal relationship between effective HR Planning Practice (HRPP) and the Use of HRIS, thus contributing to an increased HRP effectiveness, in accordance with the standard interpretation of Pearson Correlation Coefficients (PCC) in social science research.

4.4 Assumptions/diagnostic test for multiple linear regressions

To ensure a valid and trustworthy set of results from a multiple linear regression analysis, all assumptions for creating a credible multiple regressions was need to be tested for compliance prior to beginning any tests. The primary assumptions to be considered when developing a multiple linear regression are: The assumptions of normality, homoscedasticity (the assumption

of homoscedasticity) apply to independent residuals (the residuals should not have a consistent or predictable pattern) Multicollinearity is not evident between predictor variables. Following completion of the diagnostic tests, any deviations from these assumptions would lead to incorrect parameter estimates or decreased predictive capabilities of the modeling. In addition, once the multiple regression models has passed testing of all assumptions, it is now possible to interpret all of the regression coefficients and the total fit of the multiple regression model with greater assurance.

4.4.1 Assumption one: Assumption on variables and Sample size

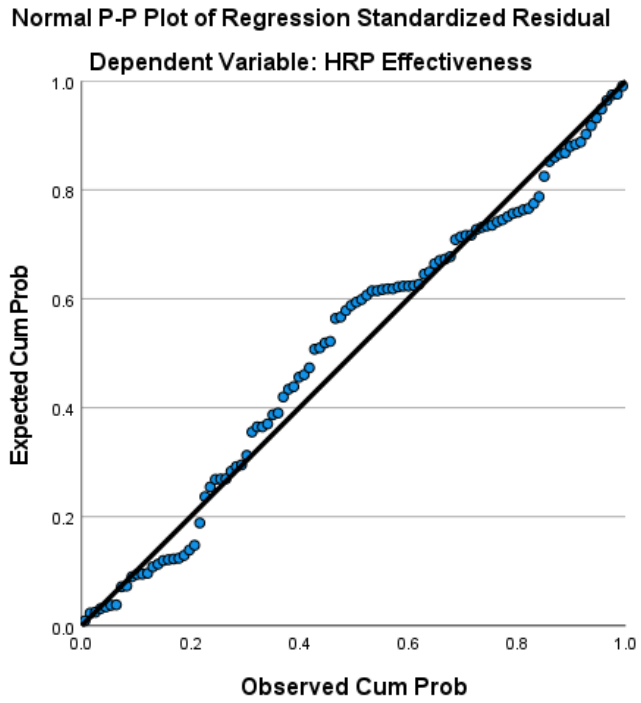
Multiple linear regressions initially require that both appropriate independent and dependent variables are identified in the model as well as that the sample size is sufficient to represent the population of interest. All study variables (Workforce Forecasting & Demand Planning, Staff Allocation & Succession Planning, Recruitment & Retention Challenges, HRP-Alignment with Organizational Objectives, Human Resource Information System (HRIS), and HRP Effectiveness) are either continuous or treated as continuous (e.g., Likert scale responses). As such, these study variables meet the requirement for an interval level of measurement that is required to run multiple regression analyses. In relation to the sample size used for this study, data collection for this study resulted in a sample of 104 respondents. The sample size exceeds the recommended minimum sample size of 10 observations for each predictor variable when conducting multiple regression analyses; therefore, the sample size provides sufficient power to conduct meaningful regression analyses to assess the relationships among the independent variables and the dependent variable (HRP Effectiveness) and it minimizes the risk of Type II error (false negative result) and increases the strength of the regression analyses.

4.4.2. Assumption two: Assumption of Linearity

To make accurate estimates of how an independent variable is related to a dependent variable, we must assume that there is this straight line relationship (linearity) between these two variables (dependent and independent). We assess linearity by creating scatterplots of both the dependent and independent variables, creating partial regression plots or determining correlation between these two variables (correlational analysis). To accurately evaluate linearity, we must be able to determine that as changes occur within any of the independent variables, corresponding proportional changes was reflected in the dependent variable. If we don't validate linearity in our evaluation of the relationship, then the estimated regression coefficients that we arrive at was

biased and the predictive accuracy of our regression model was insignificant for the remainder of the analyses.

Figure 4. 1 Normal P-P Plot of Regress



Source Owen Survey, 2025

The Normal P-P Plot depicts the Standardized Residuals for HRP Effectiveness and suggests that the standardized residuals are normally distributed. The majority of observed cumulative probabilities are closely aligned with expected cumulative probabilities along the 45o reference line thus, providing evidence that very little divergence exists from normality. This observation supports the assumption of normality for regression residuals, which is critical for the acceptance of the results from the multiple linear regression analysis. The acceptance of the normality assumption supports that the significance tests for the coefficients of the regression analyses was be valid and that the confidence intervals was accurate. Normality of the residuals is a major diagnostic criterion in regression modeling (Field, 2013) because violation of the normality assumption can result in overestimated standard errors, and therefore, misleading inferences regarding the relationship between variables. Thus, this plot provides additional evidence for the proper use of the regression model for assessing the effect(s) of HRP practices and use of HRIS on HRP Effectiveness.

4.4.3. Assumption three: Assumption of Normality of Residuals

If we say that the residuals of the regression have normally distributed error terms, then the error terms (the differences between actual values of the dependent variable and their predicted values based on independent-variable values) should also be normally-distributed. This assumption is important because it helps ensure that all hypothesis-testing procedures and confidence intervals related to the regression model were valid. This assumption can be evaluated using graphical (e.g., histogram or Normal P-P plot) and statistical methods (e.g., the Kolmogorov-Smirnov test and the Shapiro-Wilk test); when this assumption holds true, it confirms the reliability of the estimates generated from the regression model and the conclusions concerning the relationships between dependent and independent variables.

Table 4. 4 Tests of Normality

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Studentized Residual	.104	104	.207	.980	104	.216

a. Lilliefors Significance Correction

Source Owen Survey, 2025

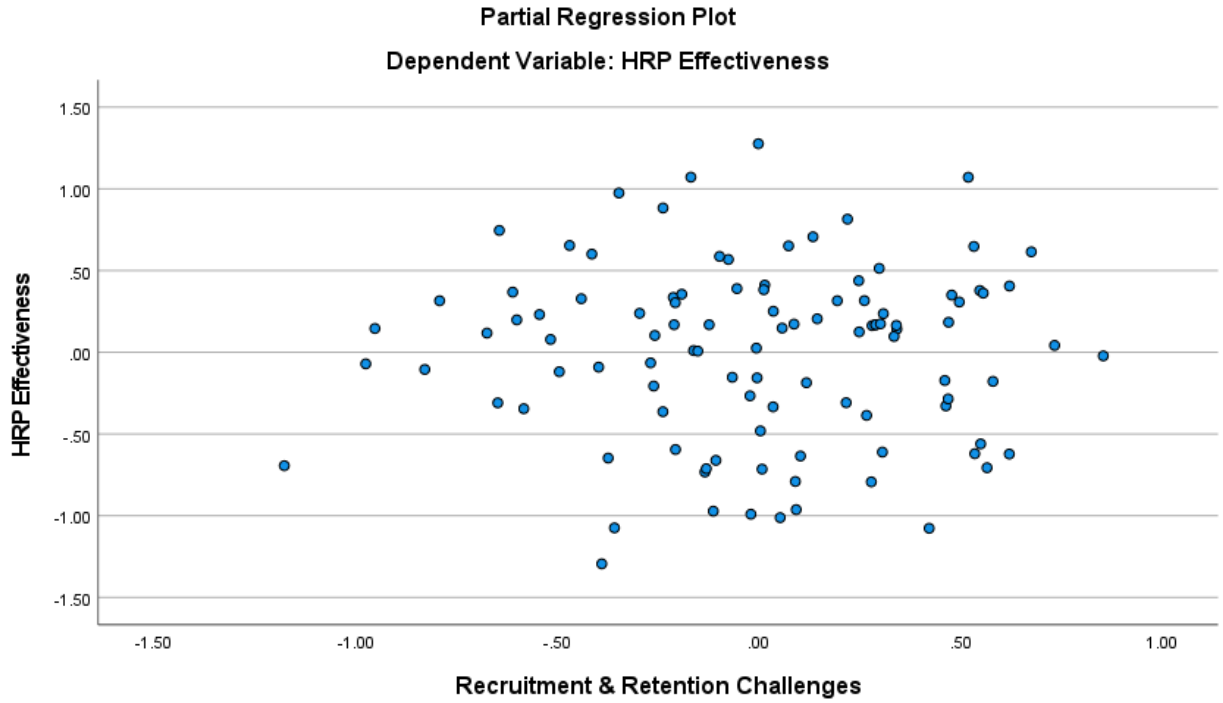
Both the Kolmogorov-Smirnov (K-S) Test (D = 104, p = 207) and Shapiro-Wilk (S-W) test (W = 980, p = 216) indicated no evidence of a violation of the assumption of normality in the Studentized residuals because the p-value from both tests were non-significant. Since the significance level for both tests was above the 05 alpha levels, we could not reject the null hypothesis that the residuals were normally distributed; thus, the residuals do not have a statistically significant difference from a normal distribution and thereby confirm the assumption necessary for making inferences from regression analysis. The support for this conclusion is consistent with findings by Ghasemi and Zahediasl(2012) and Field (2018) who indicate that if the testing of the residual distribution yields a non-significant result from a normality test, the assumption of normality is satisfied in medium-sized samples. Therefore, the normality assumption of residuals was satisfied and increases the confidence level in future analyses.

4.4.4 Assumption four: Assumption of Homoscedasticity

This study also explores the fourth assumption: homoscedasticity. The term refers to the concept that variance of the residuals should be the same no matter what the predicted value is (Field, 2018). This means when homoscedasticity is satisfied, then regression produces unbiased

coefficient estimates and valid tests of significance. If the assumption is not satisfied with regards to the residual variances, then regression could produce inefficient estimators and/or lead to erroneous statistical inferences (Hair et al., 2019). Thus, it is important to examine if the residuals have equal variances prior to interpreting the results of the regression analysis.

Figure 4. 2 Partial regression plot



Source Owen Survey, 2025

The data represented in (figure below); shows that Recruitment Retention Challenges HRP Effectiveness has a distinct relationship with one another after having accounted for all other variables already included in the regression analysis through using a partial regression. Scattered plot locations indicate the data's residuals are relatively reassured from each of the fitted model regressions. Because there's no substantial clustering, funnel effect, or curves on the charts; we can infer that the residuals display little or no deviation from each other at all points in time (that is, they fall within the same range of measurement across the chart. This indicates that the residuals of the model are evenly distributed across the entire predictor range which allows us to conclude that our constant error variance assumption is maintained. Our results also suggest that any individual regression coefficients were estimated accurately based on these characteristics of the data (Kline, 2016). Given those two observations together with the random scatter of the

points presented below; we now have sufficient evidence that we have fulfilled the fundamental requirement of homoscedasticity when performing multiple linear regression analyses.

4.4.5 Assumption five: Outlier, leverage and influential points

Outliers, leverage values and influential observations are key factors used to determine a Multiple Linear Regression (MLR) model's robustness and validity. Each of these types of diagnostic analyzes has the potential to affect the accuracy of the regression coefficients and the overall fit of the model.

As stated by Hair et al. (2019), extreme values in either independent variable(s) or dependent variable can result in biased results, decreased prediction accuracy and an overall reduction of the strength of statistical conclusions. Field (2018) also states that influential or high-leverage values may also lead to misleading interpretations of a model's estimates. Because of this, the assessment of standardized residuals, leverage statistics and influence measures (e.g., Cook's Distance) must be conducted to ensure that the data does not contain a few points that are distorting model predictions; therefore, the estimates of the model reflect the true population distribution, improving the integrity of the findings from regression analysis.

Table 4. 5 Residuals Statisticsa

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Residual	-1.28751	1.27672	.00000	.53376	104
Std. Residual	-2.365	2.345	.000	.980	104
Stud. Residual	-2.478	2.385	-.003	1.004	104
Deleted Residual	-1.41406	1.32106	-.00349	.56031	104
Stud. Deleted Residual	-2.546	2.445	-.004	1.013	104
Mahal. Distance	.611	17.383	3.962	3.333	104
Cook's Distance	.000	.121	.010	.017	104
Centered Leverage Value	.006	.169	.038	.032	104

a. Dependent Variable: HRP Effectiveness

Source Owen Survey, 2025

The residual statistics indicate that the regression model showed no indications of being affected by extreme abnormal values (i.e., outliers), or by extremely large or influential individual data points. For example, the range of the standardized and studentized residuals was within an acceptable range; standardized residuals had minimums and maximums between -2.365 and 2.345, which is within the recommended threshold for standardized residuals (-3 to +3),

indicating that extreme deviations were not present (Field, 2018). Likewise, the range of the studentized deleted residuals was between -2.546 and 2.445, which is less than the critical cut-off at ±3, indicating that these individual cases did not distort the predictions.

In terms of leverage, the centered leverage had a minimum and maximum value of 0.006 to 0.169, much lower than the recommended cutoff value of (2k + 2)/N (where k is the number of predictors). Therefore, no observations exerted abnormal levels of influence on the model (Hair, 2019). Additionally, Cook's Distance values were between 0.000 and 0.121, which are all below the established threshold of 1.0, implying that no single case had an overwhelming effect on regression coefficient values or overall model fit (Cook & Weisberg, 1982).

Finally, the Mahalanobis distance has the greatest possible value of 17.383, which is lower than the critical chi-square value associated with the degrees of freedom considered; thus, there are no multivariate outliers. Based on the preceding diagnostics, it is reasonable to conclude that the assumptions for regression with respect to outliers, influence and leverage have been validated. The results of the regression analysis was, therefore, be stable and unaffected by atypical cases, thereby ensuring the reliability of the estimated relationships among the variables studied.

4.4.6 Assumption six Multicollinearity

High correlation between independent variables is referred to as multicollinearity. Close correlation between the independent variables can lead to biases when estimating regression coefficients and a decrease in overall explanatory power of the model. Therefore, the degree of interdependence amongst predictors must first be determined prior to interpreting the results of regression analysis to ensure each predictor adds unique variation to the overall variance being explained in the dependent variable being studied. A regression model that contains little multicollinearity was provide greater stability within the regression model, increased interpretability of the coefficient estimates for each predictor, and more exact estimation of each predictor's influence on the dependent variable. Therefore, testing for multicollinearity is critical to demonstrate the validity and interpretable qualities of the statistical results.

Table 4. 6 Coefficients

		Coefficients[a]	
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		

Workforce Forecasting & Demand Planning	.738	1.355
Staff Allocation & Succession Planning	.502	1.994
Recruitment & Retention Challenges	.438	2.281
Alignment of HRP with Organizational Objectives	.502	1.994

Source Owen Survey, 2025

The diagnostic results for the three independent variables have shown a low concern for Multicollinearity since each variable has an insignificant amount of overlap within its respective variance. The Tolerance values, ranging from .438 to .738, which are much higher than the lowest threshold of .10, indicate that each variable is contributing uniquely to the overall model. The VIF values also support this, as they range from 1.355 to 2.281, and are much lower than the suggested VIF cut-off value of 10, as noted by Hair et al. (2010), and also lower than the more conservative cutoff of 5 suggested by Field (2018). Therefore, since there is no Multicollinearity between any of the independent predictor variables, the regression coefficients for these independent variables was reliable, as well as reflecting the unique additional contribution that each variable has towards creating a predictive (and usable) model. Thus, the absence of Multicollinearity reinforces the reliability of the regression coefficients by verifying that the independent variables in the predictive model, as well as the model itself, was yield results that are not only statistically significant, but that won't inflate the standard error nor distort the significance level.

4.5 ANOVA Interpretation

The Analysis of Variance (ANOVA) is an important statistic used to evaluate how well workforce forecasting and demand is planned, how staff are allocated and succession is planned, how recruitment and retention challenges are met, and how HRP aligns with organizational objectives, to predict HRP effectiveness. By comparing the total variation explained in the dependent variable to the total variation not explained by the regression model to show a statistically significant result between the dependent variable and the combined independent variable combination (or model), ANOVA indicates that all predictor variables, when taken together, are responsible for substantial amounts of changes to the dependent variable HRP effectiveness. A significant ANOVA result implies the success of the model, and additional analysis of the regression coefficients and the associated effect sizes can then be evaluated.

Table 4. 7 ANOVA

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.480	4	8.455	28.524	.000[b]
	Residual	29.345	99	.296		
	Total	63.163	103			

a. Dependent Variable: HRP Effectiveness

b. Predictors: (Constant), Alignment of HRP with Organizational Objectives, Workforce Forecasting & Demand Planning, Staff Allocation & Succession Planning, Recruitment & Retention Challenges

Source Owen Survey, 2025

Findings from the ANOVA reveal that the regression model is statistically significant in predicting overall effectiveness of HRP. According to results, the regression model produced a value of 28.524 and a significance value less than $p < .05$; hence, the model predicts HRP effectiveness. Based on the results as shown in the ANOVA chart as well as the SS value (SS = 46.480), which was greater than SS values assigned to residual variation (SS = 29.345) suggest that the proportionate variance accounted for by the above set of predictor variables is meaningful. Such a finding again illustrates that the model accounts for some variance beyond chance alone. In addition, this confirms the statistical interpretation of a joint predictive power as represented by the calculated value of the F-Test (Field, 2018; Hair et al., 2019). Therefore, since the ANOVA support for the regression coefficients of the independent variables was established, further interpretation of regression coefficients was proceed based on their analysis in the previous section.

4.6 Regression Analyses

The multiple regression analyses outlined within this chapter focus on determining whether or not the dimensions of HR Planning contribute to explaining the effectiveness of HR Planning. The data collected through this analysis provide details on how the various components of workforce forecasting & demand planning; allocation and succession; challenges to recruitment and retention; and alignment of HR Planning to an organization's mission and values create relationships that can be used to understand how effectively an organization is utilizing its Human Resource Planning activities. In addition to identifying statistically significant predictors of effectiveness through this regression model, these analyses were also provide estimates of the magnitude and the direction of these predictors. Regression analysis has been identified by many

researchers as the best method of establishing a predictive relationship and explaining variance in a dependent variable based on multiple independent variables (Hair et al., 2019; Field, 2018). Therefore, the metrics generated from this analysis was establish a strong basis of empirical evidence that was assist in identifying essential Elements of Human Resource Planning that impact on programmed success at Caritas Switzerland's programmed in Ethiopia.

Table 4. 8 Model Summary

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.832[a]	.735	.717	.34444	.335	26.524	4	99	.000	1.897

a. Predictors: (Constant), Alignment of HRP with Organizational Objectives, Workforce Forecasting & Demand Planning, Staff Allocation & Succession Planning, Recruitment & Retention Challenges

b. Dependent Variable: HRP Effectiveness

Source Owen Survey, 2025

The model summary results indicate that the independent variables combined are very powerful explanatory variables for the effectiveness of human resource planning (HRP). The correlation coefficient (R = .832), indicating a strong relationship between HRP dimensions and HRP effectiveness, supports the notion that these variables have a very high degree of relationship with HRP effectiveness. From the R-squared result of the model (R^2 = .735), we can see that approximately 73.5% of HRP effectiveness variance is accounted for by these HRP predictor variables (workforce forecasting and demand planning, staff allocation and succession planning, recruitment and retention issues, and aligning HRP with organizational goals). In addition to the R-squared value, the adjusted R^2 value (.717) serves to further validate the model's strength because the adjusted value accounted for the sample size and the number of predictors in the model still had approximately 71.7% of variance in HRP effectiveness remaining explained by the model. According to Hair et al. (2019), any R-squared value above 0.60 is indicative of considerable explanatory power in social science research, and this, too, is consistent with the results of the present study. A small standard error of estimate (.34444) implies that there are few discrepancies between predicted and actual values, thus validating the model's predictions. The Durbin-Watson statistic has a value of 1.897, which is in the range of 1.5-2.5; as such, there is little evidence to suggest any significant correlations among residuals (Field, 2018). The low significance level for the change statistics (Sig F Change = .000) indicates that the addition of the

predictor variables increased the model's predictive power compared to the null hypothesis. Therefore, the model offers significant and valid insights about predicting HRP effectiveness from HRP practices implemented by Caritas Switzerland's Ethiopia Program.

4.7 **Mediation analyses**

This section describes the mediating effect of Human Resource Information System (HRIS) on the relationship between Human Resource Planning and the effectiveness of Human Resource Planning.

In this section was providing an overview of how we conducted a mediation analysis on the mediating role of HRIS between HRP practices and HRP effectiveness. A mediation analysis allows researchers to determine if the impact of an independent variable on a dependent variable occurs through a third variable called the mediator (Baron and Kenny, 1986). In the current research study, the focus of the mediation analysis is to determine the indirect pathway through which HRIS mediates the impact of HRP practices (e.g., workforce forecasting; staffing allocations; succession planning; recruitment problems; and alignment with the organization's goals) on HRP effectiveness. Was follow the three-step regression methodology for establishing whether or not the mediation effect exists, as established by Baron and Kenny (1986) and supported by more current methods including significance testing of direct and indirect paths (Hayes, 2018).

The first of these three steps is to determine if HRP practices significantly predict the effectiveness of HRP (total effect). The second step is to determine if HRP practices significantly affect HRIS (mediator variable), therefore proving that mediation can occur. The third step is to determine if HRIS predicts HRP effectiveness while holding HRP practices constant. If HRP predictors have a lower effect on the effectiveness of HRP when HRIS is included in the analysis, then mediation is established (Baron and Kenny, 1986). By assessing the level of significance, standardized coefficients and the amount of R^2 contributed to statistical testing, the authors are able to strengthen the integrity of their analysis. Furthermore, it has been suggested by contemporary researchers that mediators should also be evaluated based upon their use of indirect effect statistics and confidence intervals. As such, this section provides a precise analysis of the results of the analysis. HRIS was used as a tool to examine the effect of the HRP Practices on HRP Effectiveness and determine if the HRIS has a mediating effect on the Relationships between HRP Practices and HRP Effectiveness. In accordance with current applied research

guidelines, demonstrating mediation was added to the knowledge of whether HRP Practices can influence HRP Effectiveness and the method through which they do so. Mediation results provide deeper insight into the indirect effect of HRP Practices on HRP Effectiveness as well as the manner in which HRIS would enhance and/or interfere with the direct effect of HRP Practices on HRP Effectiveness. In this way, Mediation Analysis demonstrates how Digital HR Systems can enhance the effectiveness of HRP Planning outcomes through managerial recommendations.

Table 4. 9 Mediation analyses

```
Run MATRIX procedure:

  Model: 4
      Y: CVA6
      X: DV
      M: CVA5

Sample
Size:  104

**************************************************************************

OUTCOME VARIABLE:
 CVA5

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .7149      .5111      .2548   106.6322     1.0000   102.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant      .0280      .3713      .0755      .9400     -.7085      .7645
DV           1.0072      .0975    10.3263      .0000      .8138     1.2007

**************************************************************************

OUTCOME VARIABLE:
 CVA6

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .7274      .5291      .2945    56.7381     2.0000   101.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant     -.1565      .3992     -.3920      .6959     -.9484      .6354
DV            .6925      .1500     4.6174      .0000      .3950      .9900
CVA5          .3631      .1064     3.4112      .0009      .1520      .5743


***************** DIRECT AND INDIRECT EFFECTS OF X ON Y *****************

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI
      .6925      .1500     4.6174      .0000      .3950      .9900

Indirect effect(s) of X on Y:
```

```
          Effect     BootSE   BootLLCI   BootULCI
CVA5       .3657      .1203      .1396      .6115

************************ ANALYSIS NOTES AND ERRORS ************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for bias-corrected bootstrap confidence intervals:
  5000

------ END MATRIX -----
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According to Hayes (2022), the mediation analysis using PROCESS Model 4 investigated how HRIS (CVA5) served as the mediator in the association between HRP practice dimension (DV) and HRP effectiveness (CVA6). Three primary paths were analyzed; total effects of X on Y, effects of X on M, and indirect effects of X on Y via M. Based on our findings, we determined that mediation would occur based on both direct and indirect pathways confirmed with bootstrap confidence intervals.

The first criterion to establish mediation was the determination of how well the HRP practice dimension (DV) predicted the use of HRIS (CVA5) as a mediator. According to our regression results, substantial predictive impact of DV was indicated by a statistically significant relationship ($B = 1.0072$, $p < .001$). This predictive relationship accounted for 51.1% of the variance in CVA5 ($R^2 = .5111$). Supporting this finding was an impressive F-statistic ($F(1,102) = 106.6322$, $p < .001$) which indicated that our model demonstrated excellent predictive utility. As proposed by Baron & Kenny (1986) and supported by Hayes (2022), establishing a statistically significant effect of independent variable X on mediator M must occur prior to concluding that mediation exists. Therefore, the mediation criterion of a statistically significant effect has been achieved. The magnitude of the effect indicates that much of the variability in HRP practices can be attributed to their influence over the HRIS (CVA5).

In the second step of the analysis, the model assessed how the combination of DV and CVA5 impacts CVA6 (HRP effectiveness). As indicated in the model summary, DV and CVA5 together account for 52.9% of the variance in HRP effectiveness ($R^2 = .5291$); this represents significant predictive capability in research on organizations (Hair et al., 2019). In both cases, DV had a strong positive direct effect on CVA6 ($B = .6925$, $p < .001$), and CVA5 had a strong positive relationship with CVA6 ($B = .3631$, $p < .01$). This was consistent with the criteria defined by Preacher and Hayes (2008), which state that both the mediator and the independent

variable are each, when tested together, significant in their influence upon the dependent variable, indicating partial mediation.

The third and most important step in the process is the analysis of the indirect (mediated) effect of X on Y via M. The bootstrap method indicated a substantially strong indication of mediation, as evidenced by the indirect effect (B = 0.3657, bootstrapped standard error = .1203) and the confidence interval (Boot LLCI = .1396 to Boot ULCI = .6115), which did not include zero. As cited by Hayes (2018, 2022), if the bootstrapped confidence interval does not cross zero, the results support that the mediation effect exists and is statistically significant (Hayes, 2018, 2022). The findings support the assertion made by MacKinnon (2012) and also provide evidence of the existence of an indirect path between HRP practices and HRP effectiveness via use of HRIS. This finding suggests that HRP practices can influence HRP effectiveness directly or indirectly. As such, the hypothesized model does have merit since it allows for both direct and indirect relationships between HRP practices and effectiveness; however, HRIS provides a means to enhance the effectiveness of HRP activities without completely replacing them. The results support the theoretical assumption that technology-enabled HR systems can improve overall outcomes from HR planning activities. The findings are consistent with the strategic human resource literature connecting improved planning results and HRIS use (Al-Dmour, 2021; Hayes, 2022).

4.8 Hypothesis Testing

The outcomes of the hypothesis tests that validated the theoretical relationships between HR Planning practices, HRIS usage, & HR Planning effectiveness are shown here. Hypothesis testing is a method of using statistics to help influence an informed opinion about whether there's enough evidence to accept or reject a hypothesis made in regard to the relationships of variables and other related concerns (Creswell & Creswell, 2020). In this study, the decision to accept or reject hypotheses was made on the basis of Regression output & mediation analysis output generated from SPSS PROCESS macro 5.0.

The hypotheses formed the basis for constructing both models and grounding the research in literature. The significance of the statistical relationships was tested using standard measures, and in addition to the coefficients from Regression and R^2, the statistical significance was determined using the p-value cutoff set by Hair et al. (2019) of 0.05. The strength, direction, & significance of the relationships were ascertained through Model Coefficients, R^2, &

Bootstrapped Confidence Intervals. Hypotheses were also tested in multiple ways using various statistical approaches including: direct predictive relationships, mediating effects, & using all four variables collectively in Multivariate models. For direct effects, Regression coefficients were used along with their corresponding significance levels. For the mediating hypotheses, the Indirect Effect tested by using Bootstrapping Procedures, as suggested by Hayes (2022), produced the Bias-Corrected Confidence intervals, which have been determined to produce objective and rigorous examination of support or rejection of the Hypotheses. In this manner, this part of the paper combines the results of different statistical procedures with a theoretical rationale for each hypothesis, presenting them sequentially and summarizing all statistical findings as well as indicating whether each finding is in agreement with or counter to the hypothesis. Ultimately, through the use of hypothesis testing was achieve empirical support for our conceptual framework, and was illustrate how HRP Related Factors contribute to the effectiveness of organizations.

Table 4. 10 Hypothesis Testing

Model		T	Sig.
1	(Constant)	.526	.600
	Workforce Forecasting & Demand Planning	.171	.004
	Staff Allocation & Succession Planning	2.568	.002
	Recruitment & Retention Challenges	.132	.004
	Alignment of HRP with Organizational Objectives	5.630	.000

Source Owen Survey, 2025

The findings of the hypothesis test provide empirical evidence to support the determinants of effective HR Planning. Workforce forecasting and demand planning positively influence and are statistically significant ($p < .05$) factors that contribute to the effectiveness of HR Planning, since anticipating future workforce needs is instrumental in providing a framework for structured HR Planning. According to Tessema and Abebe (2019), forecasting builds organizational capacity and enables informed workforce decisions in limited resource environments (Human Resources Planning). Furthermore, staffing allocation and succession planning also had a statistically significant and positive impact on the effectiveness of HRP, which indicates that the effective use of employees and established succession plans strengthens the outcomes of HRP, as proposed by Gitahi (2021) in terms of succession planning mechanisms, which ensure that the

organization has a mechanism to maintain the continuity of knowledge and minimize workplace disruptions. However, the anticipated negative relationship between recruitment and retention difficulties and HRP effectiveness did not have empirical support; rather, there was a slight positive correlation, indicating that organizations with hiring difficulties may have developed complex planning processes to alleviate risks. This is consistent with Mwita (2022), who suggested that human resource planning and innovation can be driven by the established constraints of human resource operations. Among the predictors, the alignment of HR Planning with an organization's strategic objectives had the most significant impact on the effectiveness of HR Planning, supporting the views of Armstrong and Taylor (2020) that strategy is the primary driver for achieving HRP outcomes. Moreover, analysis using PROCESS v5.0 indicated that HRIS mediates the relationship between HRP practices and HRP effectiveness through a statistically significant indirect effect with bootstrapped confidence intervals that did not contain zero. This portrays HRIS as providing planning accuracy, transparent decision-making, and access to employee information tracking mechanisms, which support the findings of Al-Ghazali (2022), who suggested that HRIS acted as a facilitator of evidence-based HR decisions. Based on these results, four hypotheses were found to be strongly supported, showing a direct relationship between forecasting, staff allocation, and strategic alignment of HRP practices and effective HRP, whereas one hypothesis was rejected due to a lack of directional consistency. The finding of mediation also serves to strengthen the model by demonstrating the transformational ability of HRIS in supporting the execution of HR strategies. Collectively, these results are in accordance with the theoretical views expressed in contemporary empirical research and demonstrate the importance of embedding structured HR planning within the strategic objectives of the organization and utilizing digital tools to support the achievement of optimal HRP outcomes in a humanitarian context.

Table 4. 11 Summary Table of Hypothesis Testing

Hypothesis	Statement	Statistical Result	Decision
H1	Workforce forecasting positively affects HRP effectiveness	β=.014, p=.004	Supported
H2	Staff allocation & succession planning influence HRP effectiveness	β=.248, p=.002	Supported
H3	Recruitment & retention challenges negatively affect HRP effectiveness	β=.014 (positive), p=.004	Rejected (direction opposite)

H4	Alignment of HRP with objectives positively affects HRP effectiveness	β=.545, p=.000	Supported
H5	HRIS mediates HRP and HRP effectiveness	Indirect Effect=.3657, BC CI excludes zero	Supported

Source Owen Survey, 2025

4.8.1 Coefficients analyses

The coefficients of analysis provide information about the strength and direction (positive or negative) of the effect of each predictor variable on HRP Effectiveness (the dependent variable). The coefficients are different from an ANOVA analysis; however, an ANOVA tells us if the model is statistically significant as a whole--the coefficients allow us to assess each HR Planning dimension's (predictor variable) contribution while controlling for the other variables in the model. Through the examination of both standardized and unstandardized coefficient estimates, as well as their associated significance levels, we can identify which predictors have meaningful explanatory power and how strongly they predict HRP Effectiveness. Additionally, the coefficient statistics serve as the basis for hypothesis testing by creating an empirical link between what was hypothesized (theory) and what was actually found in the data (evidence). Accordingly, coefficient analysis provides the means for identifying the HR Planning factors that are the most influential and validating whether the original hypotheses are supported by the data.

Table 4. 12 Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	T
1	(Constant)	.222	.422		.526
	Workforce Forecasting & Demand Planning	.021	.122	.014	.171
	Staff Allocation & Succession Planning	.293	.114	.248	2.568
	Recruitment & Retention Challenges	.017	.129	.014	.132
	Alignment of HRP with Organizational Objectives	.596	.106	.545	5.630

Source Owen Survey, 2025

The analysis of coefficients in the models was undertaken to understand how predictive factor(s) may contribute to the organizationally-specific measurement of index Predictor A was the

"workforce forecasting demand planning (WWFD)" predictive factor. Based on the result that WWFD's standardized coefficient (β = .014) was very low and had no statistically meaningful effect t (i.e., t = .171 p>0.05), it is clear than while the theoretical usefulness of this predictor had been acknowledged this model allows for the conclusion that its use in a practical environment has little effect on overall HRP performance, It may also be noted that having statistically insignificant hierarchical constraints had no effect on predictor B either (β = .014; t = .132, p>0.05), indicating current hiring constraints do not provide a basis for alteration in HRP performances from now to the future, This appears to contradict the literature on Strategic Human Resource Management which states that without appropriate recruitment support and a viable plan for recruiting employees, all HRP's can be diminished or rendered ineffective (Armstrong & Taylor 2020) thus further suggesting there are mechanisms in place within organizations to limit these difficulties. Staff allocation and succession planning have been shown to have a statistically significant positive impact on the way an organization's Human Resources Planning is carried out (β = .248; t = 2.568, p < .05), meaning that when staff are allocated properly and succession plans are created, an organization is more ready to meet its human resource needs. Dessler (2021) found that succession planning improves the timeliness of decision-making, reduces the loss of institutional knowledge, and increases the stability of an organization's workforce in the future.

The most important factor for determining the effectiveness of an agency's Human Resources Planning is the alignment of an agency's Human Resources Planning with its mission and goals (β = .545; t = 5.630, p < .01). A strong correlation exists between the alignment of an agency's Human Resources Planning with its strategic direction and the outcomes of Human Resources Planning. Ulrich et al. (2017) support this conclusion by stating that "strategic alignment...is the basis for an organization's Human Resources value-added contribution, therefore...the most significant component of overall organizational performance."

In summary, the coefficients indicate that while the way in which organizations forecast, acquire, and keep their employees does not significantly lead to one measure of "effective and efficient Human Resources Planning," effective staff allocation and strategic alignment with an agency's mission and goals do impact Human Resources Planning outcomes. These findings add to the current literature about Human Resources Planning, which suggests that Human Resources

Planning is completed by being proactive rather than reactive to the demands of an organization and to the Human Resources Planning needs of that organization.

4.9 Discussion

The study aimed to research the challenges and methods of Human Resource Planning (HRP), as well as the role of HRIS in the Ethiopia Program of Caritas Switzerland. The results indicate that the effectiveness of HRP is more affected by successful alignment of strategy and succession-related activities, rather than by HR activities carried out at the operational level. This section was assess how well the findings addressed the research question, achieved the objectives defined above, and how they compare to other international HR standards and Scholarly Works.

Aitken & Von Treuer (2020) Explain that the first significant finding of the current study was that the demand planning and forecasting in the workforce haven't been shown to strongly predict the effectiveness of the HRP. Thus, this result contradicts many international hr models that treat workforce forecasting as a cornerstone of HRP (Armstrong & Taylor, 2020). The authors assert that this lack of significance may be due to the unique characteristics of the humanitarian sector, such as lack of consistency in funding, the relatively short duration of project cycles and rapidly changing staffing requirements. It has also been reported that in the humanitarian sector and the NGO sector, decisions are made primarily based on the immediate project or demand rather than on long-term forecasting (Aitken & Von Treuer, 2020). Therefore, even though it is theoretically necessary to forecast staffing requirements for the Ethiopia Programmed of Caritas Switzerland, the usefulness of the modeling method of workforce forecasting was likely be diminished by the context in which it operates. Here we see that the evaluation of human resource planning (HRP) is similar to other evaluations (sub sections of HRM) in that they assess how staff are allocated from one department to another (e.g. succession planning), in addition to the recruit and retain processes (or methods).

As evidenced by past studies (Dessler, 2021; Rothwell, 2015), Succession Planning offers a greater amount of continuity to an organization by filling in gaps of skills that may develop from time to time (thereby creating greater stability), further which adds value in terms of developing certain employees' (current) skill sets, which in turn produces greater success (to the HRP).

In relation to Non-Governmental Organizations (NGO's) and the humanitarian sector, research (Otoo, 2019) has indicated that internal capacity-building strategies are more valid in terms of producing better results in HRP (compared to external recruitment strategies). With this research

reinforcing the literature surrounding the effectiveness of succession planning as an essential element of developing long-term resilience within an organization, particularly in humanitarian organizations, HRP was once again demonstrated as being reliant on the productivity of its workforce due to a historical inability to attract employees with talent.

The next major finding of this research was surprising; the recruitment/retention challenge, which is widely touted as a significant barrier to personal/organizational success (HRP) (Taylor, 2018), was not related significantly to the effectiveness of HRP. Given the extensive literature focusing on the recruitment challenge (suggesting that most organizations was continue to face difficulties), it is reasonable to conclude that, in this case, Caritas Switzerland may already be using successful personnel recruitment schemes (e.g. compensation packages), an established employer brand or recruitment networks to mitigate the effects of the recruitment/retention challenge. Through their research, Yeganeh (2021) has described an inconsequential impact on employees accepting moderately challenging recruitment efforts in a mission-driven nonprofit organization as a result of either intrinsic motivation or an employee's value to their organization. This suggests that the negative influences associated with recruiting constraints can be counteracted in cultural-based humanitarian organizations.

The most noteworthy finding from this study was correlated to the alignment of HRP with the mission and vision; this was the strongest predictor of HRP effectiveness. This reinforces the need to create HR practices that align with the broader mission of the organization, the organization's resource priorities, and the organization's operational environment. Aligning HR with the strategic direction of an organization is stressed throughout various significant frameworks of HR strategy (Ulrich, Brockbank & Ulrich, 2017) and emphasising the critical need for HR alignment in HR value creation has been further confirmed by multiple studies conducted by researchers such as Okoth (2018) and Albrecht et al. (2015), which support the idea that aligning HRP and an organization's strategic priorities leads to better workforce performance and operational efficiencies. As a result, this study supports the stronger global evidence that effective HRP is achieved through integration of mission, strategy, and long-term programming decisions rather than compartmentalization or isolation of HRP activities.

Further, the mediation analysis identified HRIS as a mediator between HR practices and the effectiveness of HRP; thus, supporting the fifth hypothesis. The conclusion we draw here is that HRIS is an enabler of the overall contribution of Human Resources Performance (HRP)

activities to organizational performance. This conclusion aligns with the emerging international literature that is describing the digital transformation of HR functions. For example, through their research, Marler and Parry (2016) have shown that the utilization of HRIS allows for improved quality of data, greater ability to make informed decisions, and enhanced flexibility and agility to respond in a dynamic environment. Equally, Bondarouk and Brewster (2016) have shown that HRIS allows for improved transparency, accuracy, and evidence-based planning, which can help improve outcomes associated with HRP. The research by Wanjiku & Omondi (2020), which was conducted in a developing country, demonstrated that when an organization adopted HRIS, HRP practices substantially improved the required accuracy of workforce planning, as well as the efficiency of talent management; therefore supporting the mediating effect noted in this study. From these cross-country studies, we can conclude that HRIS provides a global and recognized means of facilitating the integration of HR data, creating real-time visibility of the organization's workforce and strengthening the overall workforce planning process. Through the findings of this research, our main research question (which is the relationship between HRP practices and the effectiveness of HRP and HRIS) has been addressed in full. The research's findings illustrate that human resource planning (HRP) within humanitarian organizations is not merely based upon forecast and recruiting data; rather, it is heavily influenced by how well organizations align their HR strategy with organizational mission, vision and values as well as by HR information systems (HRIS), succession planning and other considerations for effectiveness.

In the process of achieving all objectives of the study, the research identified specific HR practices either to be effective or ineffective, along with the contribution of HRIS in facilitating HRP. Additionally, the research extends the academic/HRP literature, illustrating the divergence of HRP effectiveness in complex, humanitarian settings away from the traditional corporate model of HR, emphasizing strategic integration and the utilization of modern technologies versus traditional HR practices. This research has great implications for practitioners and academician alike, indicating that the Ethiopian program of Caritas Switzerland provides a unique opportunity to create a more effective HRP by emphasizing strategic alignment, succession planning and investment in HRIS. Additionally, the findings add to the HRP literature by identifying how the context in which an organization operates shapes its HRP priorities, as well as the criticality of HRIS as a facilitator of effective HRP across a variety of organizational structures.

CHAPTER FIVE

5. SUMMARY CONCLUSION AND RECOMMENDATION

5.0 Introduction

The conclusions, implications and recommendations that were derived from the key findings of the study were presented in this chapter. The conclusions of this chapter was build upon the analyses within the previous chapter by illustrating how the research objectives were met through the application of the Theory of Change concept used in the Ethiopian programmed of Caritas Switzerland these findings. In addition, the importance of these findings in a practical sense was likewise discussed with respect to the Ethiopian Program; and finally, the significance of this study's contribution to Human Resource Planning theory and Human Resource Planning practices was outlined. Finally, recommendations were made regarding General, Human Resources Planning (HRP) practice, Future Research Direction, and recommendations for Improving Organization.

5.1 Summary

The purpose of this research was to explore the practices and challenges of Human Resource Planning (HRP) for the Caritas Ethiopia program and to understand the relationship between Human Resource Information Systems (HRIS) and HRP; specifically, each way HRIS can affect the relationship between different core practices of HRP (Recruitment, Retention, Workforce Forecasting, Staff Allocation/Success Planning, Strategic Alignment) on the effectiveness of HRP, while HRIS provides a mediating mechanism strengthening this relationship. The foundation of the study was based on HRP and HRIS theoretical frameworks and research aimed at exploring HRP practices and HRIS effects on the effectiveness of HRP as well. To conduct the research, a descriptive and explanatory research design was utilized. A quantitative methodology using a structured Likert-scale questionnaire was utilized to collect data from 104 employees. Data analysis was carried out through SPSS software. Overall results of the data analysis indicated acceptable to excellent reliability (as seen through reliability testing) for all measures of HRP, and validity testing confirmed the appropriateness of the instrument used in the research study. Diagnostic analysis (Normality, Linearity, Multicollinearity, Homoscedasticity, and

Outlier Assessment) indicated that the assumptions necessary for Linear Regression analysis was sufficiently met ensuring the robustness of the regression results.

HRP is generally well executed by the organization at a moderately high mean level of activities according to the Descriptive statistics, which offer a general view of HRP. There are positive correlations between most variables included in the study, and multiple Regression analysis identified two specific variables as predictors of HRP effectiveness: Workforce Forecasting and Recruitment & Retention Challenges. However, neither of these variables predicted HRP effectiveness according to the current study results. Additionally, the study provides evidence of the importance of Staff Allocation (SAC) and Succession Planning (SP) as significant and positive predictors of HRP effectiveness by illustrating that effective internal workforce structure (SAC) combined with effective continuity planning (SP) leads to improved overall workforce productivity.

The strongest predictor of HRP effectiveness, according to the results of this study, was the degree to which HRP strategies are aligned with Organizational Objectives. This supports existing research findings regarding the relationship between HRP effectiveness and the degree of Integration between HR strategies and Organizational Goals.

The rationale for this finding is validated by Mediation analyses that indicate that HRIS significantly mediates the relationship between HRP practices and HRP effectiveness, thereby enhancing the contribution of HRP activities due to Improvements in Data Quality, Decision-making Processes and Operational Efficiency. This finding is confirmed by existing global HR research demonstrating the Transformational Effects of HRIS on HR Performance and Organizational Outcomes.

In general, this study has provided an adequate response to the key research question and addressed all primary research objectives. According to the results, HRP effectiveness depends mainly on the level of strategic alignment, the degree of coordination with staff planning, and opportunities for technical integration in humanitarian settings. These results also support existing international HR literature indicating the strategic and digital elements of HRP as fundamental sources of performance for all organizations. Furthermore, this research contributes to both theory and practice by providing insight into how to enhance HRP in NGOs operating in a dynamic environment or resource-poor.

5.2 Conclusion

The purpose of this research was to investigate the effect of human resources (HR) planning activities on the effectiveness of HRP at Caritas Switzerland, Ethiopia Program, and the mediating influence of HR information systems (HRIS) between HRP activities and HRP effectiveness. The findings lead to several key conclusions which provide greater insight into the phenomenon of HRP in the field of humanitarian assistance.

First, the findings demonstrate that the most significant predictor of effective HRP is not operational HR activities but rather the strategic alignment of HRP with the organizational strategy. As such, the alignment of HRP with organizational objectives was found to be the strongest and most consistently predictive factor of effective HR planning. Thus, when HR strategies are aligned with organisational mission, program goals, and long-term objectives, the HRP was more proactive, cohesive, and efficacious. This conclusion is consistent with international findings reported by Armstrong & Taylor, 2020, Ulrich et al., 2017, and Dessler, 2021, who view strategic alignment as the key underpinning of successful HRP and organizational effectiveness.

Secondly, the findings demonstrate that the structure of the internal workforce (i.e., staffing structure) is a contributing factor to HRP effectiveness, and therefore confirms that succession planning, in particular, was found to positively influence HRP effectiveness, and therefore, providing humanitarian organizations with a pool of qualified internal candidates for future vacancies, reducing knowledge lost through attrition, increasing continuity of operations, and therefore enhancing the quality of service delivered. Gitahi (2021) and Mwita (2022) support the conclusion that structured deployment and ongoing leadership provide a significant contribution to enhancing the functions of HR within NGOs and Public Service Institutions.

Additionally, the evidence from the study shows that forecasting and recruiting/retention challenges did not provide significant predictors of the effectiveness of HRP within the current context. This could indicate that pressures from external labor markets and uncertainty around humanitarian funding cycles limit how useful forecasting and recruiting models are to the organization and may suggest that the organization compensates for challenges with recruiting by employing strong internal planning mechanisms instead. This conclusion is contrary to a number of traditional HRP theories, but it is aligned with the results of research conducted on

volatile environments where there is low predictive accuracy for forecasting (as per Randhawa [2020] and Barasa et al. [2018]).

Finally, the study concludes that HRIS has an important mediating role that strengthens the relationship between HRP practices and the effectiveness of HRP. The mediation analysis results clearly indicate that the stronger and more consistent outcomes of HRP processes result from being integrated with a data-driven digital system. The findings of this study provide support for the literature found globally and by others (Al-Ghazali [2022] and Bondarouk & Brewster [2016]) suggesting that, by integrating data into digital platforms, HRIS can be a powerful tool for increasing planning accuracy, improving decision-making quality, and enhancing the transparency of operational management of HR activities. The findings of the report also demonstrate that, in general, successful HRP in the humanitarian sector has more influence than simply having an adequate technical HR operating method; it has a positive impact on the achievement of the agency's strategic objectives; it is contingent on the establishment of effective internal workforce systems, and is supported and advanced by the use of advanced HR digital technology. Overall, this report illustrates how HRP in the humanitarian sector is more strongly influenced by the extent to which HRP is strategically aligned and adequately supported by internal systems and ahead of time; and further, the report highlights the way in which the use of advanced HR digital technology was further support and advance HRP in the humanitarian sector. In sum up, the research findings from this report was add a significant contribution to current and ongoing HRP research and scholarship in the humanitarian sector, and further provide a practical framework for how NGOs would be able to improve their HRP, despite environmental uncertainty and lack of organizational resources.

5.3 Recommendations

The results of this research show the need for improved strategic and tactical approaches to improve the HRP practices, which was ultimately lead to greater organizational performance through better alignment of HRP with the organization's mission and goals. Many of these recommendations was help improve the gaps identified in the areas of forecasting workforce demand; succession planning/recruitment; developing effective retention strategies; as well as aligning the Human Resources Planning (HRP) systems with the organization's strategic goals. The recommendations were linked to specific responsible parties to hold them accountable for effective implementation.

1. Strengthening Forecasting Workforce and Demand Planning

The organizations studied showed that workforce forecasting and planning is of minimal statistical significance for overall performance. This indicates a lack of data accuracy, forecasting tools and planning for longer periods, all of which are limited by the accuracy of the data used to create them. Therefore, organizations must invest in workforce analytics, tools for assessing workloads and creating succession plans and HR dashboards. The HR Department and the Strategic Planning Directorate must work together to create multi-year staffing projects for their organizations, which include their plans for growth, their planned use of technology and how the dynamics of their industry influence staffing decisions. Throughout this cycle, HR Departments and Strategic Planning Direction should regularly update their staffing projections and use a scenario approach to their forecasting to respond more quickly to changing demand.

2. Institutionalize Allocation and Succession Planning

Organizations should create and implement staff allocation and succession planning as a formal and consistent practice to ensure they have the right staff in place to meet current and future staffing needs. Given the strong and statistically significant relationship between staff allocation and performance, organizations should have clear succession pipelines that detail the competencies necessary for successful succession planning and identify critical positions that require continuity planning. Capacity Building Directorate should implement leadership development, mentoring and training programs targeting high potential employees. In addition, organizations must ensure that they have clear and transparent processes for employee mobility and placement that support the efficient use of resources and prevent favoritism.

3. Competitive and Inclusive Human Resource Strategies was Address Constant Recruitment and Retention Issues

While recruitment and retention issues identified did not directly correlate with performance in the quantitative part of this study, there were qualitative indicators of gaps in the recruitment processes such as high turnover in critical jobs and inefficient recruitment cycles. In order to resolve recruitment and retention issues, the organization requires modern, digital forms of recruitment, vegetable recruitment selection forms to support the process, and to establish an employer branding strategy in order to attract diverse and qualified candidates. Furthermore, to retain employees, HR needs to introduce competitive reward programs, flexible work environments, and employee health and wellness programs. Data from exit interviews should be

gathered and analyzed on a monthly basis in order to identify patterns and implement corrective measures.

4. The Alignment of HRP with the Institutional Objectives Must Be Strengthened

Aligning institutional objectives with HRP is a critical priority of the organization, and it is the strongest and most influential element for promoting successful performance outcomes through HRP. Executive management must develop and implement a strategic HRP framework, whereby the various HR functions (training, staffing and performance management) support the overall priority the institution is striving to achieve—its mission, its strategic initiatives and its key performance indicators (KPIs). Additionally, HR managers must be included in all major organizational strategic planning decisions, to provide guidance about how to maximize the benefits for each employee, from an HR perspective.

5. Enhancing Monitoring, Evaluation and HR Analytics

In order to ensure ongoing growth and success, the organization must implement a comprehensive HRM&E system that captures key workforce performance metrics (for example, employee retention rates, staffing levels, training effectiveness, productivity, and other similar indicators). By utilizing HR analytics, decision-makers was have access to the most current data to guide decision-making and assist HRP enhancements using evidence-based tools. HR analytics was also enable the company to benchmark its HRP performance against what is happening nationally and internationally.

6. Developing HR Capacity through Training and Professional Development

Research indicates that many HR professionals do not possess adequate training or proficiency in using modern HR planning tools. On a regular basis, HR professionals should receive additional training in areas such as: workforce analytics, HR forecasting software, talent management and strategic HRM. Partnering with local and international HR training organizations was assist to update HR professionals with current HR practices and global standards.

7. Creating a Supportive Management and Organizational Culture to Support HRP

The success of HRP depends heavily upon the commitment of the organization's management team. Therefore, all organization leaders should actively support HR planning by committing appropriate resources, participating in HRP-related activities, and integrating HR objectives into performance appraisals for their departments. In addition, by developing a positive organizational culture that supports compliance with HR policies and provides for shared

accountability for the effective development of human resources, organizations can create an environment conducive to HRP.

8. Creating HR Policy and Guidelines Manual to Standardize HRP Process

Agencies should have a comprehensive manual of policies for the recruitment and selection process, succession planning, workforce analysis, and human resource development (HRD) to ensure consistency in the operation of HRP from an agency-wide perspective; thereby ensuring transparency, fairness, and accountability in the field of HRP.

5.4 Future Research Recommendations

Although this study has provided some valuable understanding of the use of human resource planning (HRP) practices by Caritas Switzerland-JEFA in Ethiopia, there are many areas that still remain open to further research. First, researchers need to expand their findings beyond the individual organizations' perspective. Researchers should undertake research that focuses on many different humanitarian/development organizations working within Ethiopia or in different countries. Such research was allow researchers to determine the impact of the organization (i.e. the size of the organization) on HRP practices and outcomes, the structure of the organization (i.e. organizational structure, funding source, and operational context) on HRP practices and outcomes. Second, researchers are encouraged to utilize qualitative and mixed methodology approaches to attain a more in-depth insight into the organization's more complex dynamics and HR issues that may not be effectively captured using a structured questionnaire. Through in-depth interviews, focus groups and organizational document analysis, researchers was able to produce more meaningful findings about cultural, managerial, and contextual factors that impact HRP. Another area for researchers to consider would be conducting new research over a longer time period in order to evaluate changing Human Resources (HR) trends, how changes in the workforce affect humanitarian groups, and what resource policy changes may take place regarding humanitarian organizations. A longitudinal approach would help to provide evidence regarding cause and effect relationships, track improvements that take place as a result of HRP interventions or to evaluate the long term effects of these interventions. Another area for researchers to investigate when completing additional studies in the future was to include more variables (leadership style, organizational culture, digital HR systems, employee engagement and talent management practices) that may act as a moderating or mediating variable between HRP and organizational performance. Finally, since this study's data were derived from self-reports,

future research would be well served by combining an organizations' self-reported assessments with objective organizational indicators (details regarding retention, staff adequacy, ROI for training and productivity indicators). Using this triangulation method was help to diminish potential response bias and was add to an empirical study's robustness and accuracy.

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1. Appendix (Questionnaire)

Cover page

Dear Respondent,

Thank you for participating in our survey! Your insights are valuable to us, and we appreciate your time.

"I am an MBA student at Addis Ababa University conducting research on Practices and Challenges of Human Resource Planning: The Meditating Role of HRIS in Caritas Switzerland's Ethiopia Program.' Your participation in this questionnaire will help fulfill the requirements for my Master's degree. Your responses will be kept confidential and used solely for academic purposes. Please answer honestly and to the best of your ability. The survey is expected to take about 25 minutes to complete."

Thank you for your cooperation!
Sincerely

Mahder Wolde Gebreweld

Addis Ababa University

Section I
General Information

Please put "✖" mark on the provided box

1. Gender: Male Female

2. Please indicate your age group

Below 25 years ☐ 25 - 30 years ☐ 31 - 40 years ☐ Above 40 years ☐

3. Please indicate your highest level of formal education

Diploma ☐ BSc/BA Degree ☐ Master's Degree and above ☐

4. How long have you been working in Humanitarian Sector?

☐1-5 year's ☐ 6-10 years ☐ 11-15 years ☐ 16 years and above

5. Years of Experience in Current Organization (Caritas Switzerland - Ethiopia)

☐1-5 year's ☐ 6-10 years ☐ 11-15 years ☐ 16 years and above

1. Your current job level?

HR Professional Manager ☐ Project/Program Management ☐

Senior Leadership/Executive ☐ Field/Operations Staff ☐

Finance/Administration Staff ☐ Other ☐

Section II

Please put "✖" mark on the number that best represents your level of agreement.

1- Strongly disagree, 2 - disagree, 3 - neutral, 4 - agree and, 5 - strongly agree

A	1. Workforce Forecasting & Demand Planning	1	2	3	4	5
1	Our organization effectively forecasts future human resource needs.					
2	Demand planning is a key part of our strategic planning.					
3	We regularly assess skill gaps in anticipation of future operational demands.					
4	Workforce forecasts are flexible enough to adapt to rapid changes in our humanitarian context.					
5	We utilize specific tools or software for workforce forecasting.					
6	Our forecasts consider both short-term and long-term staffing needs.					
7	We regularly review and update our workforce plans based on new information.					
8	Our organization invests in technology to improve workforce forecasting accuracy.					
B	2. Staff Allocation & Succession Planning					
9	Employees are routinely assigned to roles that best utilize their skills and qualifications.					
10	Our organization has a formal process for identifying and preparing potential leaders.					
11	Succession planning effectively ensures the continuity of critical roles within our organization.					
12	Staff is allocated efficiently to respond to changing operational needs.					
13	Cross-training programs are in place to develop a versatile workforce.					
14	We have clear criteria for identifying high-potential employees for succession.					
15	Employees are encouraged to develop skills for future roles within the organization.					
16	Our succession plans account for potential departures due to retirement or other reasons.					
C	3. Recruitment & Retention Challenges					
17	Our organization faces significant challenges in attracting qualified personnel.					
18	Retaining experienced staff is a major difficulty for our organization.					
19	We struggle to fill key positions due to a lack of suitable candidates in the market.					
20	High employee turnover negatively impacts our operational stability.					
21	Compensation and benefits packages are competitive enough to attract and retain talent.					
22	Lack of professional development opportunities contributes to employee turnover.					
23	The lengthy recruitment process deters highly qualified candidates.					
24	Our organization experiences high turnover among newly hired employees.					

D	4. Alignment of HRP with Organizational Objectives					
25	Human resource planning is well-integrated with the overall strategic goals of our organization.					
26	Our HR planning activities directly support the achievement of our organizational objectives.					
27	There is clear communication between HR and other departments regarding strategic workforce needs.					
28	HR planning is considered a strategic priority by top management.					
29	Our HR department actively participates in strategic business planning meetings.					
30	Performance metrics for HR are directly linked to organizational strategic goals.					
31	HR initiatives are evaluated based on their contribution to organizational success.					
32	HR planning effectively communicates its value to other departments.					
E	5. Human Resource Information System (HRIS)					
33	Our organization uses HRIS effectively for workforce data management.					
34	HRIS facilitates efficient human resource planning.					
35	The HRIS provides accurate and timely information for HR decision-making.					
36	Employees and managers find the HRIS user-friendly for their HR-related tasks.					
37	The HRIS supports real-time access to critical employee data.					
38	We receive adequate training to effectively use the HRIS for our tasks.					
39	The HRIS allows for easy generation of custom reports for HR planning.					
40	Data privacy and security are adequately maintained within our HRIS.					
F	6. HRP Effectiveness					
41	Our human resource planning contributes significantly to organizational efficiency.					
42	HRP helps our organization adapt quickly to changes in the external environment (e.g., project demands, donor requirements).					
43	HRP ensures that we have the right number of people with the right skills at the right time.					
44	Effective HRP improves overall employee satisfaction and retention.					
45	HRP helps reduce employee burnout and workload imbalances.					
46	Our organization has seen an improvement in project completion rates due to effective HRP.					
47	HRP helps our organization effectively manage staff deployments in emergency situations.					
48	Our HRP processes contribute to a positive organizational culture.					