

Human Resource Planning and Growth of Manufacturing Firms in Rwanda: A Case Study Bralirwa

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Abstract: *The main objective of this study is to determine challenges of Human resource planning on growth of manufacturing firms in Rwanda. The specific objectives of the study sought to assess the human resource predictive capacity in Bralirwa manufacturing company and how it affect organizational growth, to examine the rate of employee turnover in Bralirwa manufacturing company and how it affect organizational growth and to examine the link between human resource planning and strategic direction affect the growth in the organizations. The researcher adopted a case study research design whereby descriptive methods were used to obtain information. The researcher used both qualitative and quantitative methods of data collection. The population of the study included the employees of Bralirwa limited chosen based on the number all the 104 employees. The researcher collected primary data using questionnaires. Quantitative data was analyzed using statistical graphs, tables and charts. Correlations between associated variables were also done in order to determine the relationship between different variables. The findings indicated that, while seeking to determine how HR planning enables systematic process of recruitment of the right employees, HR planning enables the company to predict systematic process of recruitment of the right employees, ensures that there is a systematic expansion of the organization, enabling the organization to adopt to market changes, keeping track of employee turnover, recruit the right employees in the organization and finally, conduct HR planning and forecasting demand and preparing to meet them. While seeking to assess the effects of employee turnover on organizational growth, the study found that HR management practices can affect the employee turnover. It was also found that HR planning improves employee productivity, bringing transformation and changes in the organization and also provides HR infrastructures to support line managers. Finally, the researcher sought to ascertain the relationship between human resource planning and organizational growth in terms of reduction of costs, improvement of efficiency and effectiveness of employees as well as employee productivity. The study found that that there is a correlation between human resource planning and organizational growth as indicated in that HR planning facilitates strategic planning in the organization, improving employee contribution tailed, bringing transformation and change as well as providing HR infrastructures to support line managers. Similarly, the study shows that there is a positive correlation between HR planning in facilitating the reduction of costs in the sense that it improve employee contribution in the long run as well as providing HR infrastructures to support line managers. The human resource department should develop and implement a comprehensive career development training programme for the staff. This would make them proactive and resilient, and effectively propagate government policies. The human resource department should be structured to take its rightful place in the scheme of affair, so that they can educate the staff more on their practices and how they plan for the human resource practices like recruitment, promotion, evaluation among others. This would enable staff to have in-depth knowledge of the organisation. The department itself should have a human resource plans so that no matter the changes in management, the plans will still be followed. These plans should be periodically reviewed in order to adjust to the dynamic environment. This would overcome the issues of excess staff which leads to increase cost of labour and also constant changing of directors in the organisation.*

1. Introduction

While human resource in any organization remains the biggest and the most valuable assets and tools of overall development, efficiency and effectiveness, more often than not, it is always being overlooked in most organizations as its importance is not acknowledged (Vareta, 2010). After laying down the structural design of the organization, there is always need to hire people with the right skills, knowledge, and abilities to fill in the laid down structure. According to Benowitz (2001), employees are the organization's most important resource because they either create or undermine an organization's reputation for quality in both products and services. In ensuring that the organization gets right people at the right time and right place, systems like effective human resource planning, recruitment and selection must not only be implemented but implemented well with a lot of professionalism and integrity and the whole process must be of quality to ensure quality in the organization. Human resource like creative abilities, skills, knowledge and talent play vital role in deciding the

efficiency and effectiveness of an organizations work force. Although for many decades, people's understanding of Human Resource Planning (HRP) has differed greatly, its general objective and aim according to Biswajeet (2010) is to analyze an organization's human resource needs under changing conditions and developing the activities necessary to satisfy these needs. Izueke, (2009) was convinced that human resource planning requires detailed analysis of the present and future to ensure that the organization has the right number of people available who possess the right kinds of skills to perform the jobs required by the organization when work is needed. To this end, it is evident that HRP in its entirety is required to anticipate the future of the organization and its needs and to provide personnel to fulfill that organization's needs and to satisfy customer's demands.

According to Cherian (2011), human resource planning is a process of forecasting the demand and supply human resource and recruiting the correct number of employees, with right skills (as per job) as per the need of the organization. A view he shares with the founder of the

scientific human resource management, Henri Fayol. This position suggests several specific, interrelations activities that together constitute HRP which include personnel inventory, human resource process, action plan, control and evaluation. Human Resource Planning is also the personnel process that attempt to provide adequate HR to achieve future organizational objectives. It includes forecasting future needs for employees of various types, comparing these needs with the present workforce and determining the numbers and types of employees to be recruited or faced out of the organization's employment group.

Dessler, (2001), on his side argues that comprehensive human resources planning may affect organizational growth because it covers many important goals and responsibilities for businesses which drives the growth of the company, including recruiting talented staff, management of payroll and benefits, administration over employee policies and employee training programs. For companies to grow in this dynamic era, they need to have an elaborate plan on future manpower needed, be able to cope with the changes in the market, be able to recruit talented employees, ensure that there is proper utilization of human resources and also be able to reduce the impact of uncertainty which are brought by unburden changes in processes and procedures of human resource management in the organization. Based on the above background, the study sought to assess the impact of human resource planning on the growth of manufacturing firms in Rwanda.

2. Statement of the Problem

Human resource has been considered or described by many human resource writers, experts and practitioners as the most valuable resource of an organization. Despite the complex nature of human beings, which is their personality, character and the ability to achieve goals, people differ in all aspects. People are in constant demand, but, cannot be easily replaced by technology or moved around like finance. A systematic approach to human resource planning is needed to ensure that the competitive firms are made up of the right people with right skills, knowledge and talents, in the right

place, at the right time to deliver high quality products and services that satisfy the customers' demands.

Like many other parts of the world, organizations in Rwanda of which manufacturing firms is no exception, are facing looming challenges in attracting and retaining skilled and valuable employees to meet the ever changing customer needs and requirements. Together with rapid advances in the use of modern technology, these factors are already having a profound effect on what and how products are made, to whom, and at what cost. This has made the need for effective planning of the organizations most valuable asset.

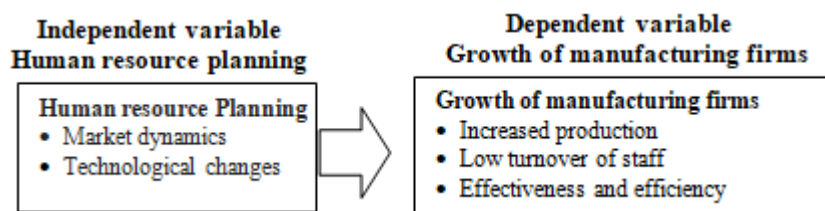
The issue of Human Resource Planning raises series of questions. For instance, how effective is Human Resource Planning policies and practices in the manufacturing firms in Rwanda? How do they address human capital challenges that hamper the production of quality price- friendly and competitive products within the local industries in Rwanda especially in the case Bralirwa. How effective is the Human Resource Planning practices and procedures at the manufacturing level?

In addition, despite the fact that many studies has been carried out on succession planning, most of them were carried out in Asian countries like Iran and other developed countries particularly European countries (Busine & Watt, 2005). The study findings indicate that few studies were done in the developing countries including Rwanda. It is against this background, that this research sought to assess the effects of Human Resource Planning on the growth of manufacturing firms in Rwanda.

3. Objective of the Study

To assess the human resource predictive capacity in Bralirwa manufacturing company and how it affect organizational growth.

4. Conceptual Framework



4.1 Research Design

According to Kothari (2004), research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Research design is considered as a plan for research, dealing with at least four problems: which questions to study, which data are relevant, what data to collect, and how to analyze the results. The best design depends on the research question as well as the orientation of the researcher. The researcher adopted a descriptive research design in order to ensure that sufficient

information and clarity of the research is assured. The researcher based the research on both numerical and non-numerical data meaning that it was obtained through both qualitative and quantitative.

4.2 Target Population

Study population is the total members of a defined class of people, objects, places or events selected because they are relevant to the research question (Grawitz 2001). The population of the study consisted of the employees of

Bralirwa ltd the samples who were chosen based to the number of all employees which are 104.

Table 1: Sampling frame

Top and middle management	Target population at the head office	Sample size
Administrative	15	$nc = \frac{N.n}{N+n} = \frac{104.96}{104+96} = 50$
Human Resource	8	
Operations	81	
	104	

4.3 Sample Size and Sampling Technique

According to Kothari, (2004) a sample size is the number of observations used for calculating estimates of a given population. Where the population is less than 10,000, a smaller sample size can be used without affecting the accuracy this is called the adjusted minimum sample size. It is calculated using the following formula (Morris, 2003):

$$nc = \frac{n}{1 + \frac{n}{N}} = \frac{n}{\frac{N+n}{N}} = \frac{N.n}{N+n}$$

where $nc = \frac{N.n}{N+n} = \frac{104.96}{104+96} = 50$

Where:

Nc is the adjusted minimum sample size

n is the minimum sample size(0.96)

N is total population

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, and evaluate outcomes.

4.4 Data Collection Instruments

The researchers collected primary data using questionnaires and interviews. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Questionnaires have advantages over some other types of surveys in that they are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data. However, such standardized answers may frustrate users. Questionnaires are also sharply limited by the fact that respondents must be able to read the questions and respond to them. Thus, for some demographic groups conducting a survey by questionnaire may not be practical.

5. Research Findings and Discussion

The role of HR planning in predicting staff for future needs and the growth of organization

This subsection provides details on specific objectives of the study under different key statements obtained from the respondents. The statements have been ranked in terms of their means and standard deviations so as to deduce meaning out of the results. Therefore, the study used the Likert Scale in order to determine the degree of strength of the factors identified by the respondents based on their own perception,

the role of HR planning on growth of manufacturing organization as indicated below:

Table 2: Descriptive Statistics whether HR planning facilitate the growth of Bralirwa

	Mean	Std. Deviation
Human resource planning enables systematic process of recruitment of the right employees	1.57	.655
HR planning ensures that there is a systematic expansion of the organization	1.61	.856
HR planning enables the organization to adopt to market changes	1.70	.756
HR planning keeps track of employee turnover	1.59	.777
HR planning is a strategic tool used to recruit the right employees in the organization	1.48	.505
A competent HR manage ought to conduct HR planning and forecasting demand and preparing to meet them	1.59	.652
Valid N (listwise)		

Source: Researcher, (2018)

From the descriptive statistics indicated in the above table it was revealed that Human resource planning enables systematic process of recruitment of the right employees since majority of the respondents agreed either strongly or normally based on the descriptive results which is shown by (mean of 1.57 and a standard deviation of .655).

On whether HR planning ensures that there is a systematic expansion of the organization majority of the respondents agreed either strongly or normally based on the descriptive results which shows (mean of 1.61 and a standard deviation of .856). On whether HR planning enables the organization to adopt to market changes, the study indicates that majority of the respondents agreed either strongly or normally based on the descriptive results which shows (mean of 1.70 and a standard deviation of .756)

On whether HR planning keeps track of employee turnover, majority of the respondents agreed either strongly or normally based on the descriptive results which is shown by (mean of 1.59 and a standard deviation of .777).

The study also revealed that HR planning is a strategic tool used to recruit the right employees in the organization as shown by majority of the respondents who agreed either strongly or normally based on the descriptive results indicated by a (mean of 1.48 and a standard deviation of .505)

Finally, the study reveals that a competent HR manages ought to conduct HR planning and forecasting demand and preparing to meet them. The response shows that majority of the respondents agreed either strongly or normally based on the descriptive results as indicated by a (mean of 1.59 and a standard deviation of .652)

6. Conclusion

The study is to examine the extent to which Human Resource Planning and how it affects organizational growth. The study wanted to determine how HR planning enables systematic process of recruitment of the right employees,

ensuring that there is a systematic expansion of the organization, enabling organization to adopt to market changes, keeps track of employee turnover, recruiting the right employees in the organization, forecasting demand and preparing to meet them, acquire necessary skills for future competitiveness as well as bringing changes to the industrial trend by being a market leader. These entire variables were postulated that it enables the organization to grow financially and operationally.

Other factors which were discussed in this study are whether HR practitioner is competent to undertake the following duties for the purpose of the growth of organization. Various aspects were put into perspective which includes Managing strategic HR, improving employee contribution, bringing transformation and change and providing HR infrastructures to support line managers.

Finally, the researcher sought to ascertain the relationship between human resource planning and organizational growth in terms of reduction of costs, improvement of efficiency and effectiveness of employees as well as employee productivity.

7. Recommendation

- 1) The human resource department should develop and implement a comprehensive career development training programme for the staff. This would make them proactive and resilient, and effectively propagate government policies.
- 2) The human resource department should be structured to take its rightful place in the scheme of affair, so that they can educate the staff more on their practices and how they plan for the human resource practices like recruitment, promotion, evaluation among others. This would enable staff to have in-depth knowledge of the organisation. The department itself should have a human resource plans so that no matter the changes in management, the plans will still be followed. These plans should be periodically reviewed in order to adjust to the dynamic environment. This would overcome the issues of excess staff which leads to increase cost of labour and also constant changing of directors in the organisation.
- 3) Lastly, everyone should be self disciplined including management so as to execute both the organization and human resource plans. The department should know that for human resource planning to be effective it should be align with the organizational plan.

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