

Examination of Human Resource Planning and Its Impact on Organisational Efficiency

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Abstract

The study aimed to examine the efficiency of Human Resource Planning (HRP) and its impact on the Information Services Department (ISD). The study, which contains the research design, research population, sample, sampling procedure and data gathering instruments. It also sought to determine whether there are HRP policies and practices in the ISD; to establish whether the Human Resource Planning practices and procedures within the ISD are functioning effectively; and to identify the challenges associated with providing a framework to guide the implementation of HRP in the ISD. The results of the study reveal that most of the ISD staff lack in-depth knowledge of Human Resource Planning, and therefore, it is not well practised by senior officers. The study concludes that the organisation is proactive in recruiting and retaining employees. A recommendation for the Information Services Department towards an effective Human Resource Planning for the organisation

Keywords: Human Resource Planning, Information Services Department, HRP policies and practices

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1.0 INTRODUCTION

Although people's understanding of Human Resource Planning (HRP) differs, the general objective is to utilise scarce talents effectively in the interest of the organisation and its work. Human Resource Planning may be seen in its entirety as an effort to anticipate the future of the organisation and to provide personnel to fulfil that organisation and to satisfy customer's demands. According to Bulla and Scott (1994, p.66) as „the process of ensuring that human resource requirements of an organisation are identified. Plans are made for satisfying those requirements“. This view suggests several specific, interrelated activities that together constitute HRP, which include personnel inventory, human resource processes, action plans, control, and evaluation.

Human Resource Planning is also a personnel process that attempts to provide adequate human resources to achieve future organisational objectives. It involves forecasting future employee needs of various types, comparing these needs with the current workforce, and

determining the numbers and types of employees to be recruited or phased out of the organisation's employment group.

“Human resource planning is the system of matching the supply of people, internally (existing employees) and externally (those to be hired and searched for) with over a given time frame” (Watters cited in Byars & Rue, 1991). Human resource planning has two objectives: the optimal utilisation of currently employed human resources and meeting future HR needs in terms of skills and numbers (Harvey & Bowin, 1996).

HRP will enhance the process of decision-making, encourage open discussion, bring the right people together around the right questions, resolve conflicts among strong technical professionals, and manage the emotional ups and downs of employees within the organisation.

Many human resource writers consider human resources to be the most valuable asset of an organisation. Despite the complex nature of human beings, which encompasses their personality, character, and ability to achieve goals, people differ in all aspects.

People are in constant demand, but they cannot be easily replaced by technology or relocated like finance. Again, Human Resource Planning is underpinned by the Government's priorities to provide tangible improvements in services to citizens and to build strong, interconnected, and sustainable communities. A systematic approach to human resource planning is necessary to ensure that the public service comprises the right people, in the right place, at the right time, to deliver high-quality, value-for-money services in partnership with communities, consistently.

Like many other parts of the world, organisations in Ghana, of which the Information Services Department is no exception, are facing looming challenges in attracting and retaining skilled and valuable employees to meet changing service delivery needs. Together with rapid advances in communication technology, these factors are already having a profound effect on what and how services are provided, to whom, and at what cost. This has highlighted the need for effective planning of the organisation's most valuable asset.

The issue of Human Resource Planning raises a series of questions. For instance, how effective are Human Resource Planning policies and practices in the Information Services Department? How do they address human capital challenges that hamper the execution of service delivery initiatives and interventions at the Information Services Department? How effective are the Human Resource Planning practices and procedures at the Information Services

Department? It is against this background that this researcher seeks to analyse the Human Resource Planning and its effect on the Information Services Department. The research will serve as valuable reference material for students, organisations, and other interested parties who may wish to undertake a similar study. Recommendations made by the study would enable organisations to have more insights into the need to shift from ad hoc planning to more systematic and science-based planning of their human resources. Finally, it would enable ISD to appreciate the effectiveness of Human Resource Planning on the organisation.

2.0 LITERATURE REVIEW

2.1 Human Resource Planning

According to Gould (1984, p.31) HRP is defined as “the strategically driven human resource function will be devoted to finding ways to help the organisation gain important advantages over its competitors”. Those advantages are often described in terms of the capacity a business has to pursue its objectives. “Human resources influence the capacity of an organisation to achieve its strategic objectives in three fundamental ways: cost economics; capacity to operate effectively; capacity to undertake new enterprises and change operations” (Biles & Holmberg, 1980, p.64).

According to Mondy et al. (1996), HRP is defined as a systematic analysis of HR needs to ensure that the correct number of employees with the necessary skills are available when

required. When we prepare our planning programme, Practitioners should bear in mind that their staff members have their objectives they need to achieve. This is the reason why employees seek employment. Neglecting these needs would result in poor motivation, which may lead to unnecessary poor performance and even industrial action.

2.2 Importance of Human Resource Planning

Nyamupachari conducted research suggesting several important aspects of Human Resource Planning, and these are as follows: Planning is not as easy as one might think because it requires a concerted effort to come up with a programme that would ease your work. Commencing is complicated, but once you start and finish it, you have a smile because everything moves smoothly. Planning is a process that must be initiated from somewhere and completed for a purpose. It involves gathering information that enables managers and supervisors to make informed decisions. The information obtained is also used to make informed decisions that support the organisation's objectives. HR Planning involves gathering information, setting objectives, and making decisions to enable the organisation to achieve its objectives.

Surprisingly, this aspect of HR is one of the most neglected in the HR field. HR planning enables an organisation to move and succeed in the 21st century. Human Resources Practitioners who prepare the HR Planning programme would assist the organisation to manage its staff strategically.

The programme not only assists the organisation but also facilitates career planning for employees, helping them achieve their objectives. This augments motivation, and the organisation would become a good place to work. HR Planning forms an important part of the Management Information System. HR have an enormous task keeping pace with all the changes and ensuring that the right people are available to the organisation at the right time. It is changes to the composition of the workforce that force managers to pay attention to HR planning. The changes in the composition of the workforce not only influence the appointment of staff but also the methods of selection, training, compensation, and motivation (Nyamupachari, n.d.).

2.3 Steps in Human Resource Planning

According to Nyamupachari (n.d) Human Resource Planning have the following steps, and are as follows:

Forecasting: HR Planning requires that we gather data on the organisational goals and objectives. One should understand where the organisation wants to go and how it plans to achieve its goals. The needs of the employees are derived from the corporate objectives of the organisation. They stem from shorter and medium-term objectives and their conversion into action budgets.

Therefore, the HR Plan should have a mechanism to express planned Company strategies into planned results and budgets so that these can be converted into terms of numbers and skills required.

Inventory: After determining the human resources required in the organisation, the next step is to take stock of the current employees within the organisation. The HR inventory should not only include data on numbers, ages, and locations, but also an analysis of individuals and their skills. The skills inventory provides valid information on professional and technical skills, as well as other qualifications offered by the firm. It reveals what skills are immediately available when compared to the forecasted HR requirements.

Audit: We do not live in a static World, and our HR resources can transform dramatically. HR inventory calls for the collection of HR audit data, which requires a systematic examination and analysis of this information. The audit examines past and present trends in terms of labour turnover, age and sex groupings, training costs, and absence. Based on this information, one can then predict what will happen to HR in the future in the Organisation.

HR Resource Plan: Here, we examine career Planning and HR plans. People are the greatest assets in any organisation. The Organisation is at liberty to develop its staff at full pace in the way ideally suited to their capacities. The main reason is that the organisation's objectives should be aligned as closely as possible, or matched, to provide the optimum scope for the development of its employees' potential. Therefore, career planning may also be referred to as human resources (HR).

Monitoring and Control: This is the last stage of HR planning in the organisation. Once the programme has been accepted and implementation launched, it has to be controlled. The HR department needs to follow up to determine the current status of available resources. The idea is to utilise all the available talents at our disposal, failing which we will continue to struggle to reach the top (Nyamupachari, n.d.).

2.4 Need for Human Resource Planning

Factors that give rise to the need for human resource planning in almost all organisations include seven, as mentioned by Bowey (1974).

- The opening or closure of a section, department or site.
- Organisational growth or contraction.
- The imminent retirement of a large proportion of the labour force
- The introduction of new production methods or technology.
- Redesigning a large number of jobs.
- The reorganisation of the department's section.
- The need for a large number of employees with scarce or unused skills.

Human resource planning, therefore, assures the organisation of qualified candidates for vacancies that may occur in key positions. It gives the organisation an orderly procedure for planning transfers and promotions. It also provides a picture of the internal resources available to the organisation, and it supplies the organisation with the information needed to develop its available talent more fully through appropriate, tailored training experiences.

2.5 Human Resource Planning and Manpower Planning

Human resource planning is indeed concerned with broader issues about the employment of people than the traditional quantitative approaches of workforce planning. Such approaches, as Liff (2000) notes, derive from a rational, top-down view of planning, in which well-tested quantitative techniques are applied to long-term assessments of supply and demand. She notes „there has been a shift from reconciling numbers of employees available with predictable stable jobs, towards a greater concern with skills, their development and deployment“.

2.6 Pitfalls in Human Resource Planning

Sadly, human resource planning has not often been successful; Byars and Rue (2004, p.124) have mentioned the following as obstacles to proper execution of human resource planning, and are as follows: Sponsorship of top management - for human resource planning to be viable in the long run, it must have the full support of at least one influential senior executive. Such high-ranking support can ensure the necessary resources, visibility, and cooperation necessary for the success of the human resource planning programs. Size of initial effort - many human resource planning programs fail due to an overly complicated initial effort; successful human resource planning programs start slowly and gradually expand as they achieve success.

Coordination with other management and HR functions - Human resource planning must be coordinated with other management and HR functions to ensure effective implementation. Unfortunately, human resource planning specialists often become so absorbed in their functions that they fail to interact with others. Integration with organisational plan - Human resource plans must be derived from the organisation's plans. The key here is to develop good

communication channels between the organisation planners and the HR planners. Non-involvement of operation managers - human resource planning is not strictly an HR department function. Successful human resource planning requires a coordinated effort between operating managers and HR personnel (Byars & Rue, 2004).

2.7 Process of Human Resource Planning

The human resource planning process encompasses a range of activities. The Structure and explanation below give an overview of what goes into the planning process.

Resource strategy: planning to achieve competitive advantage by developing intellectual capital- employing more capable people than rivals, ensuring that they develop organisation-specific knowledge and skills, and taking steps to become an „employer of choice“.

Scenario planning: assessing in broad terms where the organisation is going in its environment and the implications for human resource requirements.

Demand/ Supply forecasting: estimating the future demand for people (number and skills), and assessing the number of people likely to be available from within and outside the organisation.

Labour turnover analysis: analysing actual labour turnover figures and trends as an input to supply forecasts.

2.8 The Organisation Context of Human Resource Planning

Michael (2006) has shown that “the human resource takes place within the context of the organisation. The extent to which it is used and the approach adopted will be contingent on the extent to which management recognises that success depends on forecasting future people requirements and implementing a plan to satisfy those requirements. The approach will also be influenced by the degree to which accurate forecasts can be made. Organisations operating in turbulent environments will face future activity levels that are difficult to predict and may rely on ad hoc and short-term measures to recruit and retain people. However, even these businesses may benefit from those aspects of human resource planning that are concerned with policies for attracting and retaining key staff”.

3.0 METHODOLOGY

This chapter is devoted to the methodology of the study, which contains the research design, research population, case study organisation, sample and sampling procedure, data gathering instruments and method of data analysis.

3.1 Research Design

The design used for this study is a descriptive survey. Thus, data were systematically collected at a point in time, analysed and presented to give a clear picture of Human Resource Planning practices at the Information Services Department. A descriptive research design was employed, as it is primarily designed to determine the existing situation of a particular phenomenon of concern. In other words, descriptive research is the type of research that deals with the relationship among non-manipulated variables.

In descriptive research, the events or conditions already exist or have occurred, and the researcher primarily selects the relevant variables for analysis of their relationships (Best and James, 1993). This type of research is a systematic attempt to collect information from members of an identifiable population, particularly employees of the Information Services Department. The rationale for using a descriptive survey is that it helps systematically describe the situation; it involves collecting accurate data to determine the current nature of the subject of study, thus assessing the impact of Human Resource Planning.

The descriptive survey follows specific procedures, making it possible to interpret the collected data. Here, research questions are raised and answered descriptively. Therefore, any

other person can follow the same procedure and obtain the same results. The descriptive survey minimises the researcher's personality values, beliefs, and predispositions, as established procedures are followed. The descriptive survey also provides the researcher with instruments that are easier for data collection in the study (Best and James, 1993).

3.2 Research Population

Martins, Loubser and Van Wyk (1996) stated that the population is the aggregate of elements from which the sample is drawn. Aaker, Kumar and Day (1998) concur, but add that it is important to determine the target population. In this study, the target population consists of the employees of the Information Services Department (ISD). The employees of the Information Services Department (ISD) are used because Human Resources Planning affects them directly.

3.3 Sample and Sampling Procedure

Martins et al. (1996) stated that sampling involves defining the population, identifying the sample, selecting the sampling method, and determining the sample size. As was explained above, the applicable target populations in this research study were identified as employees of the Information Services Department. Various sampling methods exist, such as probability sampling, which includes random sampling, systematic sampling, and stratified sampling, among others, and non-probability sampling, which also includes purposive sampling, convenience sampling, and many more.

In all forms of research, it would be ideal to test the entire population; however, in most cases, the population is too large to include every individual. This is why most researchers rely on sampling techniques, such as convenience sampling, which is the most commonly used sampling method. The sample methods used include systematic sampling and purposive sampling techniques. The systematic random technique was used to determine and select respondents from the sample frame for the study. The purposive sampling technique was also used to determine and select key officials within the department who have managerial responsibility for Human Resource Planning and management.

The staffing of the Department head office in Accra constitutes the population for the study. The population is 1,270 (ISD, 2012). To obtain a sample size representative of the employees, a table developed by Krejcie and Morgan (1970) was used. According to the table, a population of 1,200 yields a sample size of 291, and a population of 70 yields a sample size of 59. Therefore, the sample size for this study is 350.

3.4 Method of Data Analysis

The type of analysis used in this study is descriptive statistics, which utilises numbers, tables, charts, and graphs to describe, organise, summarise, and present raw data. All questionnaires completed during the research process were subjected to the editing process to ensure that the data collection procedure was performed correctly and to eliminate questionnaires that did not comply with the criteria. Each completed questionnaire was reviewed to determine its usability, and a Microsoft Excel spreadsheet was used to process the data for analysis. Tables and statistical diagrams, such as bar charts, pie charts, and line graphs, also aided in presenting the data.

The Vision of the Department is "To establish a two-way response channel of communication between government and the people to proactively and readily assist the government's investment promotion and developmental programmes towards good governance. The Mission of the Department is "a Department under the Ministry of Information mandated to create awareness of government policies, programmes and activities; promoting Ghana's international marketing agenda; providing public relations support to other Ministries, Departments and Agencies and submitting feedback report from the public to government (Annual Performance Report, 2011).

4.0 DISCUSSIONS AND RESULTS

This chapter analyses and discusses the findings. For this reason, questionnaires were administered to 100 staff members.

Table 4.1: Sex

GENDER	NUMBER	PERCENTAGE
MALE	788	62%
FEMALE	482	38%
TOTAL	1,270	100%

The senior officers are 305, representing 24%, an increase of 3% from last year's figure, while junior officers are 965, representing **76%**. For this document, senior officers are Assistant Information Officers to Deputy Directors of Information Service, Principal Technical Officers to Chief Technical Officers and Private Secretaries to senior Private Secretaries.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-30 Years	25	25.0	25.0	25.0
31-40 Years	27	27.0	27.0	52.0
41-50 Years	15	15.0	15.0	67.0
51-60 Years	33	33.0	33.0	100.0
Total	100	100.0	100.0	

Table 4.2 Age Group

Males dominate in all divisions, sections, and units of the Department, representing 48% of the female staff. This implies that the ISD Staff were male-dominated. The reason is that a tertiary level qualification is the basic requirement for employment in ISD. This is the level where, in most cases, males outnumber females.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 – 5 years	61	61.0	61.0	61.0
6-10 years	25	25.0	25.0	86.0
and above	14	14.0	14.0	100.0
Total	100	100.0	100.0	

Table 4.3 Years in ISD

Fourteen (14%) per cent for those who have been there for more than twenty-one (21) years. This implies that more than half of the ISD Staff have worked for less than 5 years. The reason is that the junior Staff of ISD, who constitute the majority, are the least experienced.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Public Relations	40	40.0	40.0	40.0
Finance/Administration	30	30.0	30.0	70.0
Human Resource	9	9.0	9.0	79.0
IT	4	4.0	4.0	83.0
Publishing	17	17.0	17.0	100.0
Total	100	100.0	100.0	

Table 4.4 Number of employees under Division/Section

(9%) are at the human resource department, IT has four per cent (4%), and publishing is seventeen per cent (17%) of the respondents. Employees under Public Relations (PR) represent forty per cent (40%) because the core activity of the department is disseminating information, which is mainly Public Relations work, and the rest of the division has its percentages due to the various sections under their control.

Table 4.5: What are the human resource planning practices in your organisation?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Promotion	100	100.0	100.0	100.0

Table 4.6: How are these practices carried out in your department?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yearly	14	14.0	14.0	14.0
Every 3years	73	73.0	73.0	87.0
training	13	13.0	13.0	100.0
Total	100	100.0	100.0	

73% said it is done every three years, and thirteen per cent (13%) said it is done through training. Seventy-three per cent (73%) said every three years because employees are promoted through interviews. This implies that promotions are mostly done through interviews. This is because the job requires effective communication, which can be easily assessed during an interview.

Table 4.7: What are the elements of the human resources planning cycle in your department?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Planning/Implementation	100	100.0	100.0	100.0

Table 4.8: Where does the human resource planning cycle begin?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Planning	90	90.0	90.0	90.0
Design/Development	5	5.0	5.0	95.0
Implementation	5	5.0	5.0	100.0
Total	100	100.0	100.0	

This implies that the majority of the ISD staff felt that planning should begin with the human resource planning cycle. The reason is that every managerial cycle starts with planning.

Table 4.9: What is the effect of human resource planning in your department?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Shortage of Staff	5	5.0	5.0	5.0
Regular Promotion	91	91.0	91.0	96.0
Unskilled Staff	4	4.0	4.0	100.0
Total	100	100.0	100.0	

Of staff; ninety-one percent (91%) said the outcome is constant promotion; and unskilled staff represented four percent (4%). This implies that the majority of the ISD Staff thought that Regular promotion is the main benefit of human resource planning in ISD. The reason is that in ISD, planning is done mainly for promotional purposes.

4.4 Key Unit Involved in Human Resource Planning

About the question of which division has principal responsibility for human resource planning in the department, eighty-three (83%) percent of the respondent said human resource department, because they are in charge of managing the human resource of the department and seventeen percent (17%) said Finance and Administration, because they used to be in charge. This implies that many staff members at ISD found their human resource department to be the central division for human resource planning activities. The reason is that the human resource department is the primary division for employees' welfare.

Table 4.10: Which section in the human resource department of ISD is responsible for the planning process?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Recruitment & Promotion	83	83.0	83.0	83.0
Operations	17	17.0	17.0	100.0
Total	100	100.0	100.0	

Source: Field Work, 2025

Table 4.10 shows that eighty-three per cent (83%) of the respondents cited recruitment and promotion, as the section falls under the human resource department, and seventeen per cent (17%) of the respondents cited operations, because operations at ISD have less to do with the management of human resources. This situation reveals that the recruitment and promotion section of the Human Resource Department at ISD leads the planning process. The reason is that the planning process is primarily conducted for promotional purposes, as already mentioned.

Table 4.11: What role does this section play in human resource planning?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Administration	16	16.0	16.0	16.0
Promotion Plan for HR Practices	62	62.0	62.0	78.0
	22	22.0	22.0	100.0
Total	100	100.0	100.0	

Administration, sixty-two per cent (62%) said promotion, because the recruitment and promotion section falls under the HR department. Twenty-two per cent (22%) of respondents said they plan for human resource practices. This means that the recruitment and promotion section of ISD plays a vital role in the human resource department.

Twenty-six percent (26%) said they are satisfied because there has not been any significant challenges in the planning and implementation of the objective over the years; twenty-four percent (24%) said they are pretty satisfied because at least promotions and training processes are properly managed; ten percent (10%) said somehow satisfied because human resource division was recently set up in ISD, whilst forty percent (40%) said they are not happy because there has not been enough motivation and measures to check staff with poor attitude to work. This means that the majority of the ISD Staff are not satisfied with their human resource department.

Whether they observe or experience any constraints and challenges hindering human resource planning in the ISD. All respondents said they experience constraints. This implies that most of the challenges of the human resource department of ISD are known to all employees. The reason is that the human resource department deals with all categories of staff.

Table 4.12: If yes, what are these constraints and challenges?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Constant Change of Directors	55	55.0	55.0	55.0
Good management	30	30.0	30.0	85.0
keeping of records	15	15.0	15.0	100.0
Total	100	100.0	100.0	

Constant change of directors, because there has not been a permanent Director for years; thirty per cent (30%) said good management because the deputy directors have been supportive; and fifteen per cent (15%) said keeping records. This means that the majority of the ISD Staff thought that the constant change of directors is their main challenge in the human resource department.

Planning in the department? Fifty-nine per cent (59%) said excess staff because the Head Office is over-staffed; nine per cent (9%) said enough, because there is no well-documented human resource plan; thirty-one per cent (31%) said high motivation; and only one per cent (1%) said regular promotion. This implies that the majority of the ISD Staff thought there were excess staff in high positions due to human resource challenges.

Table 4.13: How does the department cope with and manage these constraints, and challenges?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Training/Promotion	82	82.0	82.0	82.0
Sharing money with the staff	3	3.0	3.0	85.0
Counseling	15	15.0	15.0	100.0
Total	100	100.0	100.0	

Source: Field Work, 2025

Out of the respondents who answered the question on how the department copes with and manages these constraints and challenges? Eighty-two per cent (82%) of the respondents cited training and promotion as a reason, because there is a promotion plan; three per cent (3%)

of the respondents mentioned sharing money with staff; and fifteen per cent (15%) said counselling. This implies that most of the ISD Staff thought that training and promotion are the main coping strategies of the human resource department in dealing with its challenges.

Table 4.14: Do you think that these constraints and challenges have an impact on human resource planning within the department?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	100	100.0	100.0	100.0

Source: Field Work, 2025

5.0 CONCLUSION

5.1 Summary

The study was to analyse Human Resource Planning practised at the Information Services Department (ISD). How effective are Human Resource Planning (HRP) policies and practices in the ISD? How effective are HRP practices and procedures within ISD? Are they functioning effectively? Furthermore, what are the challenges hindering the implementation of human resource planning in the ISD? For this reason, questionnaires were administered to 100 staff members of the Information Service Department, as well as interviews with the human resource manager and other divisions involved in human resource planning, to solicit further information and a detailed explanation. Both secondary and primary methods were employed, with the secondary sources focusing on data collected from documents such as annual reports from ISD, brochures on the organisation's profile, operations, and policy manual.

These documents were produced for a specific purpose and have the advantage of being authentic, sincere and objective because they are documented policy statements for the organisation. Primary data is the basic material from which the study is obtained. A thorough, firsthand investigation was conducted through the administration of questionnaires and interview guides. The method was used to supplement the data collected from the secondary source. The project concluded with recommendations that will help ISD improve their human resource planning practices.

5.2 Conclusion

The study is to examine the extent to which Human Resource Planning is practised at the Information Services Department. It also sought to examine the relationship between Human Resource Planning and the strategic planning of the Information Services Department, as well as the importance of the Human Resource Planning concept within the Information Services Department. Furthermore, the study addressed the response to Human Resource Planning, including how it is carried out, the Officials responsible for Human Resource Planning, and the challenges faced by the Information Services Department's practices. The results of the study reveal that most of the ISD staff do not have in-depth knowledge of Human Resource Planning; thus, it is not well-practised by senior officers. It also reveals that Human Resource Planning can align the organisation's plan with its Human Resource Strategy.

The study concludes with a recommendation for the Information Services Department on improving Human Resource Planning Practices.

5.3 Recommendations

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 mentality of every employee should be

changed through seminars and workshops to empower them. Proper logistics should be provided, as well as an adequate budgetary allocation for the human resource department, to address the improper maintenance of staff records and excess staff. The human resource department should be structured to take its rightful place in the scheme of affairs, so that it can educate the staff more on its practices and how it plans for human resource activities, such as recruitment, promotion, evaluation, and others. This would enable staff to have in-depth knowledge of the organisation.

The department itself should have a human resource plan so that, regardless of management changes, the plan 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 lead to increased labour costs and also constant changes in directors within the organisation. Lastly, everyone, including management, should be self-disciplined in order to execute both the organisational and human resource plans. The department should be aware that for human resource planning to be effective, it must be aligned with the organisational plan.

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