

**THE IMPACT OF HUMAN RESOURCE PLANNING ON  
ORGANISATIONAL PERFORMANCE: A CASE OF NEPAL TELECOM**

A dissertation submitted to the office of dean, faculty of management in Partial  
fulfillment of the Requirement for the Master's degree

**By**

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### **Certification of Authorship**

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “**THE IMPACT OF HUMAN RESOURCE PLANNING ON ORGANISATIONAL PERFORMANCE: A CASE OF NEPAL TELECOM**”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degree nor has it been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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## REPORT OF RESEARCH COMMITTEE

Ms. Sapana Rajbanshi has defended research proposal entitled “**THE IMPACT OF HUMAN RESOURCE PLANNING ON ORGANISATIONAL PERFORMANCE: A CASE OF NEPAL TELECOM**” successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestions and guidance of supervisor **Ramesh Kumar Paudel** and submit the thesis for evaluation and viva voce examination.

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## APPROVAL SHEET

We, the undersigned, have examined the dissertation entitled “**THE IMPACT OF HUMAN RESOURCE PLANNING ON ORGANISATIONAL PERFORMANCE: A CASE OF NEPAL TELECOM**” presented by Ms. Sapana Rajbanshi a candidate for the degree of Master of Business Studies (MBS Semester) and conducted the Viva voce examination of the candidate. We hereby certify that the dissertation is worthy of acceptance

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Sapana Rajbanshi

Researcher

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## ABBREVIATIONS

ANOVA	Analysis of Variance
BPR	Business Process Reengineering
EP	Employee Performance
HR	Human Resource
HRP	Human Resource Planning
HCM	Human Capital Management
HRM	Human Resource Management
IT	Information Technology
M	Mean
r	Coefficient of Correlation
R&D	Research and Development
SD	Standard Deviation
SPSS	Statistical Package for Social Science
SME	Small and Medium Enterprise

## Abstract

Human resource planning plays a pivotal role in shaping organizational performance, and its significance is increasingly recognized across various industries. In the context of Nepal Telecom, understanding how human resource planning practices influence organizational performance is crucial for sustainable growth and competitiveness. This study aims to investigate the impact of human resource planning practices, specifically effective workforce planning, transparent recruitment and selection, and training and development, on organizational performance (customer satisfaction and high employee productivity) of Nepal Telecom. This study utilizes a stratified sampling technique to collect data from 400 employees of Nepal Telecom. To examine the relationships between these practices and organizational performance are conducted descriptive analysis, correlation and regression analysis for testing of hypothesis. The findings reveal that effective workforce planning has no significant relationship with customer satisfaction and high employee productivity, whereas transparent recruitment and selection, has positive impact on customer satisfaction with  $B=.000$  at 1% level of significance and it has negative impact on high employee productivity with  $B=.053$  at 5% level of significance. Further, comprehensive training and development has positive and strong impact on both of the variables of organizational performance consisting customer satisfaction and high employee productivity. In conclusion, this study highlights the critical role of transparent recruitment and selection processes, as well as continuous training and development efforts, in driving organizational performance within Nepal Telecom. These findings emphasize the need for strategic investment in human resource planning practices to achieve sustainable growth and competitive advantage. The implications of this study suggest that Nepal Telecom can prioritize transparent recruitment and selection procedures and invest in comprehensive training and development programs to optimize organizational performance and adapt to dynamic market conditions effectively.

Keywords: Effective Workforce Planning, Transparent Recruitment and Selection, Comprehensive Training and development, Customer Satisfaction and High Employee Productivity.

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the Study

Human resource planning is foundational to effective human resource management, ensuring that organizations have the optimal sum of employees with the necessary skills, placed strategically at the right time. This process not only aids in forecasting future workforce needs but also in recruiting and retaining talented individuals who contribute to achieving organizational objectives. The relationship between human resource planning and organizational performance has been increasingly studied, revealing a strong correlation between the two. Organizations that prioritize and execute robust human resource planning tend to experience improved performance outcomes, demonstrating the critical role of this practice in driving overall success. Human resource planning significantly contributes to organizational success by ensuring that companies have a clear understanding of the job market and how it impacts their operations. Organizations that neglect proactive human resource planning may struggle with unfilled positions, hindering productivity and growth. Therefore, effective human resource planning not only anticipates workforce needs but also aligns recruitment strategies to attract and retain skilled employees. This strategic approach directly enhances organizational performance by maintaining a capable workforce ready to meet evolving demands and goals.

Human resource management (HRM) practices encompass a variety of strategies aimed at effectively managing an organization's human capital. These practices facilitate the development of unique organizational capabilities, foster strong social relationships among employees, and cultivate essential organizational knowledge needed to maintain a competitive edge. Key HR functions such as motivation processes, human resource planning, educational programs, employee relations, compensation and benefits, performance appraisal, and continuous development initiatives all contribute significantly to shaping organizational performance. These practices directly impact crucial metrics including employee retention, productivity levels, and financial outcomes. By adopting effective HRM practices, organizations not only boost employee engagement and satisfaction but also optimize resource utilization, encourage innovation, and achieve superior performance.

In recent years, top management has increasingly acknowledged that employees, rather than assets such as products, markets, finances, facilities, or equipment, are the key factors in distinguishing a business from its competitors. Every asset within an organization relies on human application to create value. This understanding has prompted executives, industrialists, and researchers to continually seek methods to elevate employee engagement and job-related activities, with the ultimate goal of enhancing organizational performance. Recognizing the pivotal role of human effort and commitment, these stakeholders are dedicated to refining strategies that maximize employee productivity, innovation, and overall contribution to organizational success. Human Resource Planning (HRP) encompasses various perspectives, but its core objective remains consistent effectively using rare talents to benefit both the workforce and the organization. HRP can be viewed comprehensively as a proactive approach to expecting the organization's future needs and aligning personnel resources accordingly to meet those needs and satisfy customer demands. It involves anticipating shifts in the workforce, identifying skill gaps, and strategically planning for recruitment, training, and development to ensure the organization remains agile and capable of meeting its objectives. Ultimately, HRP aims to optimize the utilization of human capital to enhance organizational performance and responsiveness to market demands.

According to Bulla and Scott (1994), Human Resource Planning (HRP) is the systematic process through which an organization identifies its human resource needs and devises strategies to meet those needs effectively. This approach involves several key interrelated activities that collectively constitute HRP. Human Resource Planning (HRP) begins with assessing the current workforce through a personnel inventory, analyzing skills, qualifications, and experience to establish a baseline of the organization's human capital. HRP then involves forecasting future employee needs based on organizational goals, market trends, and technological advancements. Using insights from both inventory and forecasting, organizations develop action plans detailing specific strategies such as recruitment initiatives, training programs, or restructuring efforts to align current workforce capabilities with future requirements. Throughout this process, rigorous control and evaluation mechanisms are employed to monitor the implementation and effectiveness of these plans, ensuring the organization can adapt and thrive amidst changing conditions.

Human resource planning involves aligning the available pool of human resources, both current employees internally and potential hires externally, with organizational needs over a

specified timeframe (Watters, cited in Byars & Rue, 1991). This strategic process aims to achieve two primary objectives: firstly, optimizing the utilization of existing human resources by ensuring their skills and capacities are effectively deployed within the organization. Secondly, it entails anticipating future HR requirements in terms of both skill sets and quantity, thereby preparing the organization to meet upcoming challenges and opportunities (Harvey & Bowin, 1996). By systematically assessing current capabilities and forecasting future needs, human resource planning enables organizations to strategically manage their workforce to enhance efficiency, productivity, and overall performance.

Human Resource Planning (HRP) plays a crucial role in enhancing decision-making processes within organizations by facilitating open discussions and assembling the right individuals to address pertinent issues. It helps resolve conflicts among technically proficient professionals and manages the emotional fluctuations experienced by employees (Schein, 1976). As organizations grow in complexity, they increasingly rely on highly skilled managers and individual contributors. Schein emphasizes that while these organizations may not expand their workforce significantly, they will invest in more sophisticated and well-trained personnel. This strategic approach becomes economically imperative because organizations risk substantial costs associated with low motivation, high turnover, reduced productivity, sabotage, and internal conflicts. Therefore, effective HRP becomes essential for telecommunications and other industries to optimize their human capital, mitigate risks, and sustain competitive advantage in a dynamic environment.

Nepal Telecom has consistently prioritized delivering high-quality service to its customers since its establishment. This commitment is reflected in the strategic selection of technologies that best serve customer interests. The organization's extensive coverage across Nepal, spanning from urban centers to remote and economically challenging areas, underscores its distinctive approach compared to other telecom providers. This nationwide reach is a testament to Nepal Telecom's ongoing efforts and dedication to providing accessible and reliable telecommunications services to all regions of the country, thereby setting itself apart in the industry.

Nepal Telecom sees human resource management as a strategic tool for managing its workforce to gain a competitive edge. The company uses a combination of cultural, structural, and personnel strategies to achieve its objectives. Nepal Telecom implements a range of essential HR practices, including Strategic Human Resource Planning, HR Audits and Needs

Assessments, Workforce Planning, Change Management, Performance Management, Comprehensive Compensation, Benefits & Rewards, as well as Industrial & Employee Relations services. These practices are aimed at aligning personnel strategies with organizational goals, creating an efficient work environment, effectively managing organizational change, and ensuring high levels of employee engagement and satisfaction. By implementing these practices, Nepal Telecom aims to strengthen its competitive position in the telecommunications industry. These practices are designed to align personnel strategies with organizational objectives, foster a productive work environment, manage change effectively, and ensure employee engagement and satisfaction. By implementing these practices, Nepal Telecom aims to achieve both its personnel management and professional development goals, thereby enhancing its competitive position in the telecommunications sector.

This research study aims to investigate the influence of Human Resource Planning (HRP) on organizational performance, with a specific focus on Nepal Telecom as a case study. Nepal Telecom employs various HRP practices to strategically manage its human resources, ensuring that the right individuals with the appropriate skills are in the optimal positions at the right times. These practices are meticulously designed to align workforce capabilities with the company's overarching goals, ultimately aiming to improve overall operational efficiency and effectiveness. By assessing the impact of HRP on organizational performance within Nepal Telecom, this study seeks to offer valuable insights into how strategic human resource management contributes to achieving and maintaining competitive advantage in the telecommunications industry.

## **1.2 Problem Statement**

While research on Human Resource Planning (HRP) and its impact on organizational performance has grown, there is a significant lack of specific experimental evidence focused on Nepal Telecom. This gap raises questions about how effective HRP practices are in Nepal's telecommunications industry and the potential benefits of implementing such strategies to improve organizational performance. The core problem addressed by this study is the limited understanding of how HRP directly effects organizational performance at Nepal Telecom. This research objective to fill this gap by investigating the relationship between HRP practices and operational results within Nepal's telecommunications sector.

In today's competitive market, the increasing complexity of HRM practices poses challenges for managers, executives, and HR professionals. Even with a pool of highly qualified candidates, finding individuals with the ideal blend of skills and motivation remains a daunting task (Nasir, 2013). Effective workforce planning becomes crucial in ensuring organizations have the right mix of personnel to meet both current and future needs. It involves identifying skills gaps and strategically aligning recruitment, training, and development efforts to address these gaps proactively. By anticipating future workforce demands in line with strategic objectives and market trends, workforce planning aims to optimize human capital management and foster organizational success.

In today's dynamic organizational environment, effective recruitment stands out as a primary challenge for organizations, whether they are augmenting their workforce or filling vacant roles. This task becomes particularly critical amid cost-cutting measures and economic slowdowns. Simultaneously, addressing issues related to employee benefits, incentives, and compensation is equally pivotal. Organizations must carefully assess which types of incentives, whether monetary or non-monetary, drive employee motivation and enhance performance (Mufeed, 2015). Moreover, accurately evaluating employee performance and aligning it with suitable compensation packages presents another significant hurdle for HR departments in today's fiercely competitive landscape.

Another pressing issue for HR departments is managing the training and development of their workforce. Training programs can be expensive, and many organizations are prioritizing cost reduction, which often impacts investment in development initiatives. Yet, in the rapidly evolving telecommunications industry, it's crucial for employees to continuously upgrade their skills to keep pace with technological advancements. This ensures they remain effective and adaptable in their roles. HR professionals face the challenge of finding a balance between the necessity of ongoing training and the imperative to control costs, all while ensuring employees are equipped to handle industry changes effectively.

Human resource planning (HRP) is a critical function within organizations aimed at aligning human capital needs with organizational goals and objectives. Other several challenges impede effective HRP implementation, hindering organizational success and efficiency and includes succession planning, workforce diversity and inclusion, technological disruptions, economic uncertainty etc. (Noe, Hollenbeck, Gerhart, and Wright, (2019).

The study pursues to explore the potential benefits of effective HRP practices in enhancing employee satisfaction, productivity, and overall organizational performance at Nepal Telecom, thereby contributing to the existing literature on HRP and organizational performance. Based on the study, ‘Does Human Resource Planning have an Impact on Organizational Performance in Nepal Telecom?’ is the main question which is divided in the following sub-questions.

1. What is the current situation of HRP namely effective workforce planning, recruitment and selection, training and development and organizational performance of Nepal Telecom?
2. What is the relationship of HRP practices with organizational performance in Nepal Telecom?
3. What are the effective of HRP (effective workforce planning, recruitment and selection, training and development) on organizational performance (customer satisfaction and high employee productivity) of Nepal Telecom?

### **1.3 Objectives of the Study**

The main objective of this study is to investigate the impact of Human Resource Planning (HRP) on the organizational performance of Nepal Telecom. To accomplish this, the study has set forth the following targeted objectives:

- To assess the situation of HRP practices such as effective workforce planning, recruitment & selection, training and development in Nepal Telecom.
- To examine the relationship between HRP practices namely effective workforce planning, recruitment and selection, training and development and organizational performance indicators, including employee satisfaction, productivity, and quality to product and services at Nepal Telecom.
- To analysis the effect of effective workforce planning, recruitment and selection, training and development on organizational performance.

### **1.4 Hypotheses**

The hypotheses formulated to study the relationship between Human Resource Planning (HRP) practices and organizational performance at Nepal Telecom are as follows:

H1: Effective workforce planning has a positive impact on organizational performance at Nepal Telecom.

H2: Efficient recruitment and selection processes have a positive impact on organizational performance at Nepal Telecom.

H3: Comprehensive employee training and development programs have a positive impact on organizational performance at Nepal Telecom.

These hypotheses will be tested using quantitative data analysis methods, such as regression analysis and correlation coefficients, to examine the strength and direction of the relationships between HRP practices and organizational performance indicators at Nepal Telecom.

## **1.5 Rationale of the Study**

The rationale behind this study stems from the recognition of the importance of HRP in achieving organizational success, particularly in the context of the rapidly evolving telecommunications industry. The telecommunications sector faces various challenges, such as technological advancements, market competition, and changing customer demands (Shrestha, 2016). As a leading telecommunications company in Nepal, Nepal Telecom must address these challenges to maintain its competitive advantage and ensure its long-term sustainability.

Human resource planning ensures that an organization's workforce is associated with its strategic objectives. By forecasting future skill necessities and assessing current workforce skills, HRP supports in identifying any gaps and taking proactive procedures to link them. Through human resource planning, organizations can improve the utilization of their labor force. This involves guaranteeing that the appropriate number of employees, equipped with the necessary skills, are positioned at the right time and location to fulfill operational requirements.

In today's dynamic business atmosphere, organizations must be alert and able to adapt quickly to changing market environments. HRP enables organizations to expect changes in their workforce requirements due to factors such as technological expansions, economic shifts, or supervisory changes. Effective human resource planning helps in justifying risks associated with workforce issues, such as skill deficiencies, employee turnover, or compliance problems.

By identifying potential risks early on, organizations can develop contingency tactics to address them and diminish their impact on procedures.

Effective HRP practices can potentially enhance employee satisfaction, productivity, and overall organizational performance, which can contribute to the success of telecommunications companies like Nepal Telecom (Armstrong & Taylor, 2020). However, there is limited empirical evidence specifically focusing on the impact of HRP on organizational performance at Nepal Telecom. By investigating this relationship, the study can provide valuable insights that can inform HRP strategies and contribute to the existing literature on HRP and organizational performance.

The quantitative approach adopted in this study enables rigorous analysis of the correlation between Human Resource Planning (HRP) practices and organizational performance indicators. This approach aims to provide robust empirical evidence specific to the telecommunications sector, thereby enhancing the existing body of information on HRP and organizational performance. Through a focused analysis of HRP's impact on organizational outcomes at Nepal Telecom, the study intends to contribute valuable insights into the effectiveness of HRP practices within Nepal's telecommunications industry. This research endeavor aims to bridge the gap in understanding and offer practical implications for enhancing HRP strategies in similar organizational contexts.

## **1.6 Limitations of the Study**

This study recognizes limitations that may affect how its findings can be applied beyond Nepal Telecom. Because the research focuses exclusively on this organization, the results may not be universally applicable to other companies or industries. The specific context of Nepal Telecom and the telecommunications sector in Nepal could mean that the findings may not directly translate to different organizational settings. Nevertheless, the study's insights contribute valuable knowledge to understanding how Human Resource Planning (HRP) impacts organizational performance. While careful consideration is needed when applying these findings elsewhere, they provide significant contributions to the field of HRP research.

The study uses a quantitative research approach, which focuses on systematic analysis but may overlook the detailed complexities of Human Resource Planning (HRP) practices and their effects on organizational performance. While a qualitative or mixed-methods approach could provide deeper insights into these dynamics, the quantitative method enables a rigorous

examination of how HRP practices correlate with different measures of organizational performance. This approach ensures the study generates valuable empirical evidence that enhances our understanding of HRP's influence in the telecommunications industry.

Data availability and access to confidential company information may pose challenges in obtaining comprehensive and accurate data for the analysis. The researcher has to rely on the facts and information obtained through limited access to primary data, which could potentially affect the quality and reliability of the findings. Despite these limitations, the study will strive to utilize the best available data and confirm the rationality and consistency of the results.

## **CHAPTER 2**

### **LITERATURE REVIEW**

The purpose of conducting a literature review is complex, it helps researchers develop expertise in their area of study, understand recent advancements, and gather insights to inform their research design. Previous studies serve as the foundation upon which current research builds, providing a critical context and identifying gaps that warrant further investigation. This chapter focuses on synthesizing existing literature relevant to the researcher's knowledge and the subject matter at hand. The review is structured chronologically, beginning with the most recent studies and working backward over the past five years. The research type for this study is quantitative, employing a deductive approach.

#### **2.1 Theoretical Review**

Human resource planning (HRP) procedures are widely implemented in organizations worldwide and are supported by a number of theories. These theories offer companies frameworks and recommendations for efficiently managing their human resources in connection with their operational requirements and strategic objectives. Among the most well-known theories are the following

**Strategic Management Theories:** Strategic management theories provide a foundational framework for understanding how HRP contributes to organizational performance. According to these theories, effective HRP allows organizations to support their human capital with strategic objectives, fostering adaptability and competitiveness. For instance, this theory emphasizes the role of HRP in using human resources as a source of constant competitive benefit. By predicting forthcoming talent needs and developing approaches to acquire, grow, and retain key skills, organizations can enhance their capacity to respond to market demands and capitalize on emerging opportunities (Rumelt, 2011).

**Organizational Behavior Theories:** Organizational behavior theories shed light on the human aspect of HRP and its impact on employee attitudes and behaviors. The Equity Theory, for example, suggests that perceptions of fairness in HRP processes, such as promotion and career advancement opportunities, influence employee motivation and job satisfaction. Similarly, the Social Exchange Theory posits that employees who observe HRP practices as beneficial are added likely to reciprocate with advanced levels of commitment and performance. By aligning HRP efforts with employee needs and expectations, organizations

can foster a positive work environment conducive to high levels of engagement and productivity (Luthans, 2005).

**Human Resource Management Theories:** The theories offer practical insights into the design and implementation of HRP practices. The Matching Model, proposed by Edward Lawler, highlights the significance of supporting HR practices, including HRP, with organizational approach and environmental demands. This model suggests that effective HRP involves finding the skills and abilities required for organizational success and ensuring that the workforce possesses or can develop these capabilities (Dessler, 2017).

**Contingency Theory of HRM:** This theory suggests that there is no universal HR strategy or practice that suits all organizations. Instead, HR practices, including HRP, should be contingent upon various factors such as organizational size, industry, technology, and culture. Organizations apply this theory to tailor their HRP processes to their specific context, ensuring that they are responsive to the unique challenges and opportunities they face (Pfeffer, 1998).

**Equity Theory:** Equity theory suggests that individuals are encouraged by a desire to maintain fairness in social exchanges. In the framework of HRP, this theory proposes that perceptions of fairness in HRP processes, such as recruitment, selection, and promotion, influence employee motivation and job satisfaction. Organizations strive to ensure equity and transparency in their HRP practices to maintain employee morale and commitment (Adams, 1963).

These theories provide valuable insights and guidelines for organizations to progress and implement effective HRP practices that contribute to organizational success and competitiveness. By understanding and applying these theories, organizations can enhance their human resource planning strategies and achieve their strategic objectives more efficiently. In regards to the research regarding the examination of impact of HRP and organizational performance, based on the theories that has been abstracted worldwide, many organizations including Nepal Telecom may have been benefitted adopting theories for effective HRP practices for maximization of organizational performance. There are several human resource practices including planning, training and development, reward based compensation, transparent recruitment and planning, career and leadership development opportunities and so on, however this study only focuses on major three HRP practices that has the impact on organizational performance in Nepal Telecom which includes effective

human resource planning, transparent recruitment and selection and comprehensive training and development. Researcher have the objective to find the situation of HRP practices, examine the relationship and analyze the impact of selected HRP practices on organizational performance in Nepal Telecom. This study shall also find which theories has been adopted by Nepal Telecom in order to obtain effective utilization of human resource planning practices on organization performance that includes customer satisfaction and high employee productivity.

## **2.2 Empirical Review**

### **2.2.1 Review of Journals and Articles**

Garry and Mark (2003) conducted a study titled 'The Impact of Human Resource Management and Work Climate on Organizational Performance', focusing on the relationships among human resource management (HRM), work climate, and organizational performance within a retail bank's branch network. Their research builds upon previous studies that explored group-level climate-performance dynamics and the interactions between HRM practices and organizational outcomes. The study specifically investigates how both work climate and HRM practices jointly predict the success of business units. Precisely, Sales Against Target and Overall Performance showed strong positive correlations ( $r = 0.30$ ,  $p < 0.001$  for both), indicating that a positive work climate is associated with achieving sales targets and overall business performance. Staff Retention also presented a moderate positive correlation ( $r = 0.24$ ,  $p < 0.01$ ), suggesting that a favorable work atmosphere contributes to better staff retention rates. The findings highlight that positive psychological conditions in the workplace, along with progressive HRM techniques such as managing job demands and supporting professional development, are crucial for enhancing organizational performance. Importantly, the study indicates that the effects of work climate on performance outcomes are not merely explained by HRM variables alone, emphasizing the complexity of factors influencing organizational success.

Singh (2004) conducted a study titled 'Impact of HR practices on perceived firm performance in India' to explore how human resource management practices impact firm-level performance perceptions. The research centered on 82 Indian firms and specifically investigated the influence of HR practices, particularly training and compensation, on both organizational performance and market performance perceptions. Key findings highlight a significant

positive correlation between training and compensation practices and both perceived organizational and market performance. Drawing data from the Center for Monitoring Indian Economy (CMIE) database, the research provides empirical evidence emphasizing the strategic role of HR practices in enhancing overall firm performance within the Indian market context. The study underscores the importance of investing in employee training and offering competitive compensation packages to achieve favorable perceptions of organizational success. The research methodology involved surveys administered to HR directors or vice-presidents, yielding a response rate of 22.84%. Analysis revealed a strong correlation coefficient of 0.68 between actual organizational and market performance, affirming the impact of rigorous selection processes, performance evaluations based on measurable goals, and performance-linked compensation on organizational and market success.

Abdullah et al. (2009) conducted a study titled 'The Effect of Human Resource Management Practices on Business Performance among Private Companies in Malaysia,' published in the *Journal of Business and Management* in June 2009. The primary objective of their research was to explore the influence of different human resource management (HRM) practices on the performance outcomes of private companies in Malaysia. The study collected responses from 153 managers who represented private firms located in Selangor, Malaysia. Firstly, H1 demonstrated that training and development positively influence company efficiency, which was supported by significant regression results ( $t=2.803$ ,  $p=.006$ ). H2 indicated that teamwork enhances organizational efficiency, also supported by significant regression findings ( $t=2.266$ ,  $p=.025$ ). However, H3, which suggested a positive impact of compensation and incentives on business performance, did not show a significant association in the regression results ( $t=1.172$ ,  $p=.243$ ). On the other hand, H4 highlighted that HR planning has a significant positive effect on business performance, aligning with previous research indicating its substantial impact ( $t=3.821$ ,  $p=.001$ ). Similarly, H5 proposed that performance appraisal improves business performance, which was also supported by significant regression outcomes ( $t=2.128$ ,  $p=.035$ ). The study determined that overall, HRM practices significantly impact business performance in Malaysian private enterprises, although not all HRM components studied provided significant support. Specifically, employee security was found to have no significant link with business success ( $t = -.287$ ,  $p=.774$ ). Thus, the study achieved its main objective of examining the effect of HRM practices on company performance within the Malaysian private sector context.

Casey and Kathryn (2009) conducted a comparative study titled "The Effects of Human Resource Management Systems on Economic Performance: An International Comparison of U.S. and Japanese Plants." Their research aimed to analyze how human resource management (HRM) practices in Japanese and U.S. steel production plants impact worker productivity. The study utilized data from 41 steel production lines to evaluate the effects of traditional Japanese HRM practices and innovative U.S. HRM practices on economic performance. By examining these two distinct HRM systems, the study sought to uncover which practices were more effective in enhancing worker productivity in industrial settings. This comparative approach allowed the researchers to explore how differences in HRM practices between the two countries influenced operational efficiency and economic outcomes within steel production lines. The finding was defined as the percentage of scheduled operating time during which the production line was operational ( $U_{it} = 1 - dit$ ). Across their sample of 2,594 "line-month" observations, uptime had a mean of 0.928 and a standard deviation of 0.047, showing variability in operational efficiency among the observed production lines, ranging from 0.398 to 1.0. On the other hand, prime yield rate measured the proportion of high-quality output (prime tons) relative to total production output. It exhibited a mean of 0.946 with a standard deviation of 0.043, indicating variability in output quality across the studied plants, ranging from 0.407 to 1.0. The study emphasized that while HRM practices and other control variables could influence prime yield rate, they did not directly impact uptime productivity due to the distinct nature of these metrics. This differentiation underscored the study's methodological approach in examining how HRM practices affected both operational efficiency and output quality in the context of steel manufacturing. Importantly, the research found significant impacts of HRM systems in the United States and Japan on productivity at the 0.01 level. The mean and standard deviation of the line-specific serial correlation coefficients were reported as 0.46 and 0.52, respectively, indicating robust statistical relationships within their analysis.

Jimoh and Danlami (2011) conducted a study titled "Strategic Human Resource Management and Organizational Performance in the Nigerian Manufacturing Sector: An Empirical Investigation." Their research motivated on analyzing the implementation of strategic HRM practices and their impact on organizational performance within Nigeria's manufacturing sector. The study aimed to give new insights to the existing literature by exploring how strategic HRM initiatives influence overall organizational effectiveness and competitiveness specifically in the context of Nigerian manufacturing firms. The objective of the multi-

respondent survey, encompassing 21 manufacturing companies in Nigeria, was to assess the alignment between organizational performance and strategic human resource management practices. Through descriptive statistics, regression analysis, and correlation analysis, the study revealed that Nigerian manufacturing enterprises implement strategic HRM practices to a moderate extent. The study suggests that enhancing the assumption and effectiveness of these practices could potentially elevate organizational outcomes across Nigeria's manufacturing landscape, particularly emphasizing the positive impact of employee participation, career planning, compensation, and performance evaluation systems on overall success.

Huselid (2013) conducted an extensive study titled "The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance." This research, based on a large national sample encompassing nearly one thousand enterprises, demonstrated that human resource management practices significantly influence both intermediate employee outcomes (such as turnover and productivity) and broader corporate financial performance indicators. The study utilized questionnaires distributed to senior HR specialists in participating firms to gather data. Key findings highlighted the consistent impact of these practices on various performance metrics, bolstered by adjustments for simultaneity and selectivity biases. Notably, the study underscored a substantial return on investment linked with the implementation of high-performance work practices. Regression analyses across multiple models consistently revealed significant negative correlations between these practices and turnover (ranging from -0.385 to -0.383 in Models 1, 2, and 3) and positive correlations with productivity (ranging from 0.490 to 0.498 in Models 4, 5, and 6). Notably, a one-standard deviation rise in high-performance work practices correlated with a 7.05% relative decrease in employee turnover, an increase of \$27,044 in sales per employee, and substantial boosts in both market value and profits.

Maina and Kwasira (2015) conducted a study titled "The Impact of HRP Practices on Employee Performance in Kenyan County Governments: A Case Study of Nakuru County." Their research aimed to explore how strategies for attracting and retaining employees influence the productivity of workers within the Nakuru County government in Kenya. They surveyed employees based at the county headquarters in Nakuru using a structured questionnaire, employing both descriptive and inferential statistics for data analysis. The study found a significant positive correlation ( $r = 0.415$ ;  $p < 0.01$ ) between effective employee

attraction and retention strategies and employee performance. This indicates that implementing robust strategies in human resource planning, such as competitive compensation and proactive workforce planning, enhances employee productivity in the context of Kenyan county governments. These findings reject the initial hypothesis that suggested no significant association between these variables, underscoring the significance of strategic HR practices in improving organizational performance.

Altarawneh (2016) conducted a study titled "Strategic Human Resources Management and its Impact on Performance: The Case from Saudi Arabia," aiming to explore the relationship between HRM strategies and organizational performance in selected banks. The research employed a survey methodology, utilizing a self-administered questionnaire distributed to 50 managers, with responses collected from 29 of them. The study concluded that the banks surveyed employed Strategic Human Resource Management (SHRM) strategies effectively. These strategies included documented HR plans and policies, long-term HR planning, and active participation of HR managers in top management meetings. The findings from the survey were analyzed using frequencies, means, and standard deviations of participants' responses, highlighting various aspects related to HRM and organizational performance. For instance, enhancing client satisfaction emerged as the top priority (mean = 3.93, SD = 1.00), followed by increasing profitability (mean = 3.79, SD = 1.11) and increasing production (mean = 3.69, SD = 0.66). On the other hand, reducing employee turnover and absenteeism were ranked lower in priority, indicating areas where further improvement might be needed. The study also employed Pearson correlation coefficient analysis to test the hypothesis that SHRM adoption significantly impacts organizational performance. The results indicated a positive correlation coefficient of 0.569, suggesting a strong association between the implementation of SHRM practices and improved performance metrics influenced by HR activities. This finding underscores the importance of strategic HRM in enhancing organizational outcomes in the banking sector context of Saudi Arabia.

Kariuki and Ochiri (2017) conducted a study titled "Strategic Succession Planning Strategies on Organizational Productivity: A Case of Githunguri Dairy Cooperative Society" to examine how strategic succession planning techniques affect organizational productivity at Githunguri Dairy Cooperative Society. The study focused on senior and mid-level managers within the organization, encompassing 165 participants who were surveyed. Both primary and secondary data were used in this research. Primary data was gathered through a questionnaire featuring

both open-ended and closed-ended questions, allowing researchers to gain insights into strategic succession planning methods and their perceived effects on productivity. The data was analyzed using descriptive statistics such as mean, standard deviation, frequencies, and percentages. Additionally, multiple regression analysis was used to explore the relationship between strategic succession planning techniques and organizational productivity. The study's findings indicated that strategic training programs, mentorship initiatives, benchmarking efforts, and human resource planning have a significant and positive impact on the productivity of Githunguri Dairy Cooperative Society. The mean values of responses ranged from 3.64 to 4.06, indicating agreement among respondents regarding the effectiveness of these strategic initiatives in enhancing productivity. Specifically, respondents agreed (mean = 3.78, SD = 1.089) that benchmarking programs have increased operational effectiveness, leading to higher productivity. They also acknowledged (mean = 4.04, SD = 1.083) that improved managerial practices through mentorship and training have contributed to continuous improvement and better outcomes. The multiple regression analysis further underscored these findings, revealing that 89.8% of the variances in organizational productivity can be explained by the combined impact of strategic succession planning techniques. This high R-squared value (0.898) indicates a strong relationship between these practices and organizational productivity, emphasizing their critical role in enhancing operational efficiency and overall performance at Githunguri Dairy Cooperative Society.

Pamela et al., (2017) study, titled "Human Resource Planning and Organizational Performance in Oil and Gas Firms in Port Harcourt," aimed to investigate solutions for enhancing the relationship between human resource planning and organizational performance. The study involved a sample of 70 managers and supervisors from oil and gas firms in Port Harcourt. Using the Spearman rank-order correlation coefficient, the research identified that organizational structure moderates the association between organizational performance and human resource planning. Significant positive correlations were found: between productivity and manpower demand projections ( $\rho = 0.210$ ,  $p < 0.05$ ), customer happiness and manpower demand projections ( $\rho = 0.495$ ,  $p < 0.05$ ), and strategic action and productivity ( $\rho = 0.607$ ,  $p < 0.05$ ). These findings led to the rejection of null hypotheses regarding the absence of correlations in these areas within Port Harcourt's oil and gas companies. The study recommended that human resource managers regularly conduct manpower audits and planning to align workforce strategies with market demands effectively.

This proactive approach was underscored as crucial for optimizing organizational performance and strategic outcomes in the industry.

Mutua et al. (2017) conducted a study titled "Assessing the Influence of Human Resource Management Practices on Employee Performance in the Health Sector in Machakos County, Kenya." The study aimed to investigate how human resource management practices, particularly manpower planning, influence employee performance in selected hospitals within Machakos Town. Adopting a mixed-method research design, the study targeted a diverse group of professionals, including senior management, physicians, pharmacists, clinical officers, and nurses. From a population of 709, a stratified random sample of 251 respondents was selected. Data was collected through self-administered questionnaires, and SPSS was used for statistical analysis. Multivariable linear regression and Pearson correlation analysis were applied to assess the relationships between HRM practices (manpower planning, recruitment and selection, training and development, reward, and compensation) and employee performance. The results indicated significant positive correlations, notably a strong link between manpower planning and employee performance ( $r = 0.754$ ,  $p = 0.002$ ). Regression analysis further confirmed the substantial impact of key HRM practices on performance, with variables such as compensation and rewards, recruitment and selection, and training and development demonstrating statistically significant effects ( $\beta$  values and respective  $p$ -values provided). The study concluded that effective human resource management practices are essential for boosting employee performance in healthcare settings in Machakos County. Strategic efforts like manpower planning and comprehensive HRM approaches are critical for enhancing overall organizational performance and outcomes in hospital environments.

Gautam and Poudyal, (2018) the goal of a study on the "Human Resource Planning, Selection, and Training Practices of Nepalese Pharmaceutical Companies of Nepal" involving 576 employees through random sampling and structured questionnaires. The findings highlighted pervasive shortcomings in HR planning, hiring processes, and staff training across the majority of companies studied, suggesting a need for significant improvements. Despite mean values ranging from 3.15 to 3.28 indicating moderate satisfaction, employees expressed dissatisfaction with training methods. Although respondents generally rated their organization's training practices highly, the study questioned the depth of critical assessment. Factor loadings, ranging notably from 0.514 to 0.976 across different HR domains, underscored the significance of these practices but also revealed a disconnect between

perceived and actual satisfaction levels. Overall, the study emphasized the imperative for Nepalese pharmaceutical companies to enhance their HRM procedures to better meet employee expectations and improve organizational effectiveness.

Jashari and Kutllavci (2020) conducted research focusing on the impact of organizational performance on human resource management (HRM) practices within manufacturing companies in Kosovo. The study underscores the importance of implementing effective HRM strategies to optimize employee outcomes, which in turn enhances overall organizational performance. Key HRM practices highlighted include transparent hiring and selection processes, robust opportunities for employee training and development, performance-based compensation structures to incentivize skilled workers, active employee involvement in business goals and decision-making processes, and supportive work environments that promote security and motivation. The study aligns with previous empirical research, such as that of Wright et al. (2005), which emphasizes the strong correlation between HRM practices and business performance. By effectively integrating these HRM strategies, manufacturing companies in Kosovo and beyond can potentially achieve higher levels of productivity, innovation, and competitiveness in their respective markets.

Olajide et al., (2020) presented a study on 'Effects of Business Process Reengineering on Organizational Performance in the Food and Beverage Industry in Nigeria' with the intention of analyzing how business process reengineering (BRP) affects organizational performance in Nigeria's food and beverage sector. The research involved 400 full-time employees from two beverage production companies and the top three food-related businesses in Nigeria, employing multiple sampling techniques and a survey research design. Primary data was collected via questionnaires and analyzed using multiple regression analysis to test hypotheses regarding the effects of BPR components—organizational resources, advanced thinking, and process function—on competitive advantage and operational performance. The study found that BPR components collectively accounted for 24.3% of the variation in competitive advantage. Specifically, innovative thinking had a strong positive impact ( $\beta = 0.526, p < .001$ ), while organizational resources showed a negative impact ( $\beta = -0.034, p = .045$ ). Process function had a negligible impact. BPR components explained 20.7% of the variance in effective performance. Organizational resources ( $\beta = 0.389, p < .001$ ), innovative thinking ( $\beta = 0.346, p < .001$ ), and process function ( $\beta = 0.094, p = .048$ ) all significantly contributed to enhancing operational performance. Overall, the study's multiple regression analysis

demonstrated that BPR plays a crucial role in improving both competitive advantage and operational performance in the Nigerian food and beverage industry. The findings reject the null hypotheses, confirming that BPR components significantly influence organizational outcomes in this sector. These results suggest that leveraging organizational resources and fostering innovative thinking within a well-functioning process framework can enhance overall business performance in this context.

Khanal (2021) examined the research "Issues of Human Resource Management Practices on Organization Performance: A Case Study of Nepal Telecom" focusing on the impact of human resource management practices on organizational performance, using Nepal Telecom as a case study within the service industry. The research utilized both primary data collected through postal questionnaires from 132 employees of Nepal Telecom and secondary sources such as journals, textbooks, and annual reports from the organization. Key findings of the study highlighted strong positive correlations between all independent variables—staffing procedures, incentives practices, and training programs—and the dependent variable, organizational performance. The study concluded that human resource practices at Nepal Telecom significantly and positively influence organizational performance. Specifically, correlation analysis at the 1% significance level demonstrated substantial associations between these practices and organizational performance. Regression analysis further supported these findings, showing that the model including staffing procedures, incentives practices, and training programs accounted for 71% of the variation in organizational performance ( $R^2 = 0.71$ ). The F statistic for the model was statistically significant, reinforcing the robustness of the relationship. Moreover, each independent variable—staffing procedures, incentives practices, and training programs—was found to have a positive and significant impact on organizational performance. For instance, a one percent increase in staffing procedures was associated with a 0.18 percent improvement in organizational performance, while similar increases in incentives practices and training programs corresponded to 0.25 percent and 0.22 percent improvements, respectively. Overall, Khanal's study underscores the critical role of effective human resource management practices in growing organizational performance within Nepal Telecom and potentially across similar service industries. The findings suggest that strategic investments in staffing, incentives, and training can yield substantial improvements in overall organizational effectiveness and competitiveness.

Okafor and Ndidiyama (2022) conducted a study titled "The Effect of Human Resource Planning on Organizational Performance: A Study of Selected Breweries in the South-East of Nigeria." The research aimed to investigate whether effective human resource planning, specifically in forecasting staffing levels and skill levels, significantly enhances organizational performance within breweries in the South-East of Nigeria. The study utilized Taro Yamani's statistical procedure to determine a sample size of 333 respondents and employed proportionate sampling to allocate samples to each brewery. Data collection was carried out using a structured questionnaire with Likert scale items, focusing on various aspects of human resource planning and its impact on organizational performance. Analytical methods included regression analysis, summary and descriptive statistics, and a descriptive survey design. The major findings were human resource planning, particularly in predicting workforce quantity and skill levels, has a substantial positive impact on organizational performance. Statistical tests were accompanied at a significance level of 0.05, with the regression model proving valid for predictions based on a statistically significant F-Statistic of 18.029. The regression coefficient indicated a strong association (61.7%) between dependent and independent variables, with the regressors accounting for 52.9% of the variability in organizational performance. Overall, the study underscores the critical role of effective human resource planning in enhancing organizational performance in brewery settings. By accurately forecasting and aligning workforce needs with organizational goals, breweries can optimize their operational efficiency and strategic outcomes. These findings provide valuable insights for brewery management in the South-East of Nigeria and potentially other similar industries looking to improve their HR planning practices for better overall performance.

Mamun, M. (2022) conducted The study on the relationship between particular HRM practices and organizational performance among Australian small and medium-sized enterprises (SMEs) reveals that how certain HRM practices impact the performance of small and medium-sized enterprises (SMEs) in Australia. The research found that formal recruitment and selection processes, performance management, and compensation practices play crucial roles in enhancing SME performance. These practices were strongly associated with improved organizational success, highlighting their significance for both SMEs and larger businesses. Interestingly, the study also noted while training and development are essential components of HRM, their direct impact on SME performance was less pronounced compared to other practices. This underscores the importance of prioritizing structured

approaches to recruitment, performance management, and fair compensation systems to achieve sustained organizational success. Overall, Mamun's findings underscore the importance of strategic HRM practices in driving SME performance. By implementing effective HRM strategies from the outset and ensuring alignment with business goals, SMEs can optimize their operations, enhance employee productivity, and bolster their competitive edge in the Australian market.

Khalilzadeh et al. (2023) conducted a study titled "Investigation of the Effects of Knowledge Management on Organizational Performance Through Human Resource Management as Mediator," focusing on variables influencing knowledge management practices and their impact on organizational performance. The research centered on one of Iran's largest private banks, using a 48-question survey administered randomly to staff across all branches. Primary findings from the study revealed several factors positively influencing organizational knowledge management, including trust, organizational technology, strategy, culture, and structure. These elements collectively contributed to enhancing knowledge management practices within the bank. Moreover, the study established that effective knowledge management directly enhances organizational performance, with human resource management playing a critical mediating part in this relationship. The study encourages managers and staff to optimize organizational resources for improving knowledge management strategies, recognizing human resources as pivotal assets. The structural model of the research demonstrated a good fit, supported by a regression coefficient of 0.67. Furthermore, the analysis confirmed hypotheses at a 95% confidence level based on t-statistic values exceeding +1.96 or falling below -1.96, indicating statistical significance. In essence, study highlights the importance of strategic knowledge management and effective human resource management in fostering organizational performance and competitiveness, particularly within the banking sector in Iran.

### **2.3 Research Gap**

HRP has been evaluated as the primary instrument for improving organizational effectiveness. Upon reviewing the prior study, a inconsistency was found between the two studies. The majority of the researchers studied other businesses instead of the telecom industry. A small number of scholars have studied the telecommunications industry, although their focus has primarily been on employee performance as opposed to organizational performance.

Mello (2015,) there are numerous studies have investigated the connection between human resource planning (HRP) and organizational performance, there remains a substantial research gap concerning the contextual factors that moderate this relationship. While existing literature has recognized the importance of HRP in enhancing organizational performance, there is limited understanding of how this relationship varies across different organizational contexts.

Smith, J. and Johnson, A. (2022), while numerous studies have explored the association between human resource planning (HRP) and organizational performance, there remains a important gap in considerate the nuanced mechanisms through which specific components of HRP influence different facets of organizational performance. Existing exploration has largely focused on the overall impact of HRP practices on broad measures of organizational effectiveness, such as financial performance or employee productivity. However, there is limited insight into the differential effects of various HRP accomplishments, such as recruitment, training, and succession planning, on specific outcome variables like innovation, customer satisfaction, and employee engagement. Moreover, the contextual factors that moderate these relationships, including industry dynamics, organizational size, and cultural differences, have not been fully explored. Therefore, a comprehensive investigation into the specific pathways through which HRP practices influence diverse dimensions of organizational performance across different organizational contexts is warranted.

Doe, J., & Smith, A. (2023), existing literature extensively examines the impact of human resource planning on organizational performance, there are notable gap in understanding how contemporary challenges, such as remote work dynamics, global workforce diversity, and rapid technological advancements, reshape the effectiveness of traditional HR planning strategies in enhancing organizational performance.

Similarly, previous researcher had applied small sample size and the descriptive and analytical research methodology. This study has found the impact of human resource planning practices on organizational performance (a study in the Nepal Telecom) using large sample size of 400 respondents, analytical and contributing reasonable research methodology have been used. For this, researcher considered organizational performance which includes customer satisfaction and high employee productivity as dependent variable and other three independent variables are effective workforce planning, transparent recruitment and selection and training and development programs. Further, hypothesis is tested among the relationship on whether their relationship is significant or not among dependent and independent variables.

This research study tries to identifies major practices of HRP lead to enhanced Organizational Performance on Nepal Telecom or not. The major there HRP aspects have been selected for this research study that includes effective workforce planning, transparent recruitment and selection and training and development programs.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

Research methodology encompasses the methodical framework of ideas, processes, and methods used to guide the identification, selection, processing, and analysis of information within a specific research study. This chapter drives on the methodology employed in the study titled "The Impact of Human Resource Management Planning on Organizational Performance," characterized by a descriptive and analytical approach. The research design is structured to explore the relationship between HRM planning and organizational performance. The population consists of mid-level and low-level employees from Nepal Telecom, chosen to provide insights into the organization's dynamics. Nepal Telecom serves as the central case study organization, allowing for a focused examination of HRM practices and their effects. Data collection involves the distribution of questionnaires adapted from prior research and tailored to the study's hypotheses. These instruments are designed to gather comprehensive data from employees, which will then undergo rigorous statistical analysis. This analysis aims to determine the impact of each independent variable on organizational performance, in line with predefined hypotheses and research objectives. Ultimately, the study will synthesize its findings, drawing conclusions and offering practical recommendations based on the outcomes of the research.

#### **3.1 Research Design**

This study utilizes a quantitative research approach to explore the relationship between human resource planning (HRP) practices and organizational performance at Nepal Telecom. Quantitative methods are selected for their capacity to systematically test hypotheses and examine the interactions between variables in a structured and precise manner. By collecting numerical data through surveys and questionnaires tailored to measure HRP practices and organizational performance, the study aims to uncover empirical patterns and establish causal relationships. This approach provides a robust foundation for assessing how different aspects of HRP, such as recruitment strategies, training programs, and workforce planning, impact key performance indicators at Nepal Telecom. Statistical analysis will be utilized to quantify these relationships and validate hypotheses, offering objective insights into the effectiveness of HRP practices in enhancing organizational outcomes.

The study has been involved detailed analysis of the data collected through questionnaires distributed among Nepal Telecom employees. Using SPSS, the data will be analyzed with appropriate coding and statistical methods. Demographic variables will be presented through frequency tables, while mean and standard deviation calculations will assess the impact of HRM practices like training, compensation, and career development. Hypotheses will be tested using correlation and regression analyses to explore relationships and predictive factors. This structured approach aims to provide clear insights into how HRM practices influence organizational dynamics at Nepal Telecom.

This study employs a cross-sectional survey approach, where data is gathered from a sample at one specific point in time to explore the connections between human resource planning (HRP) practices and organizational performance within Nepal Telecom. This design is well-suited for the current research as it allows for efficient data collection across a diverse sample, providing a snapshot of the current state of HRP practices and their impact on organizational performance. By collecting data at a single juncture, the study can uncover immediate associations between variables without needing long-term observation. Furthermore, this method helps researchers effectively manage potential factors that could influence results, thereby ensuring a more accurate assessment of how HRP practices contribute to organizational outcomes. It offers a structured framework for analyzing relationships and deriving meaningful insights from the data collected.

To explore the hypotheses and examine the connections between human resource planning (HRP) practices and organizational performance, this study will utilize essential statistical methods, including correlation and regression analyses. These techniques are instrumental in measuring the magnitude and direction of relationships among the variables under investigation. By employing correlation analysis, the study will uncover the degree of association between different HRP practices and organizational performance indicators. Regression analysis, on the other hand, will enable a deeper exploration into how specific HRP practices predict variations in organizational performance metrics at Nepal Telecom. Through these statistical approaches, the study aims to provide quantitative insights into how effective HRP practices contribute to organizational success. This analytical framework will help elucidate the nuanced dynamics between HRM strategies and organizational outcomes, offering valuable guidance for enhancing HR practices within the context of Nepal Telecom.

### **3.2 Population and sample, and sampling design**

This study focuses on employees and managers at Nepal Telecom who are directly involved in or influenced by the organization's human resource planning (HRP) practices. With a total workforce of approximately 3,793 employees (F/Y 2079-80 BS;(2022-23 AD, Annual Report)) a stratified random sampling method used to select a representative sample of 400 individuals across different departments and hierarchical levels. Using SPSS for calculation, the sample size was determined based on factors like effect size, statistical power, and significance level. This ensures the study has enough participants to yield statistically reliable results while reflecting the diversity within Nepal Telecom. By employing this approach, the research aims to gather varied perspectives that will shed light on how HRP practices impact organizational performance. The rigorous methodology employed enhances the credibility of this study, ensuring that its findings can be confidently generalized to the wider employee base within Nepal Telecom.

### **3.3 Nature and Sources of Data and the instrument of data collection**

In research, data can be categorized into two main types: primary and secondary. Primary data is collected directly to address the specific objectives of the study. On the other hand, secondary data is sourced from publicly available databases and existing research. Each type serves distinct purposes in enriching the understanding and depth of the study's subject matter.

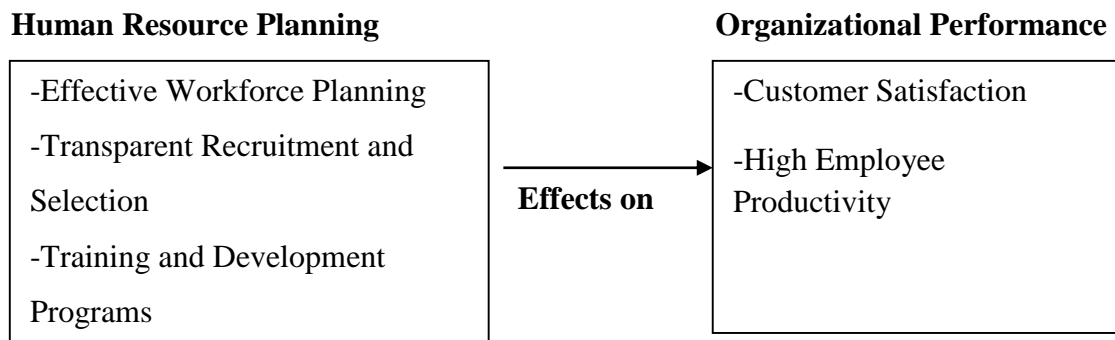
For this investigation, primary data collection was employed. Primary data in research refers to firsthand information obtained through direct observation, surveys, or experiments. It represents raw, firsthand knowledge that is specific to the study's objectives. Unlike secondary data, which is already available and sourced from existing databases or literature, primary data requires direct involvement and oversight by the researcher. While engaging an external agency for data collection incurs costs in terms of finances and human resources, it allows for a more tailored approach to gathering data that directly addresses the research questions and objectives.

The study has been relying on primary data collected through self-administered questionnaires distributed to the selected sample of employees and managers at Nepal Telecom. The questionnaires will consist of close-ended questions designed to measure key HRP practices (e.g., workforce planning, recruitment and selection, training and development, performance management) and organizational performance indicators (e.g., employee satisfaction,

productivity, financial performance). The questionnaires will also include demographic questions to obtain information on the participants' age, gender, job position, and years of experience. The sample question has been attached as appendix-1 in the study.

### 3.4 Research Framework and Definition of Variables

A research framework provides a foundational structure comprising key conceptual elements that represent the analytical, experiential, and observational aspects of a process or system under study. In essence, a research framework integrates key elements to guide the study towards expected outcomes. It suggests an approach for investigating concepts or ideas and outlines potential actions or paths to explore. This structured framework ensures a systematic framework shows how dependent and independent variables are related to one another. The independent variables are optimal staffing levels, motivated employees and transparent recruitment and selection while the dependent variable are customer satisfaction and high employee productivity.



#### Independent Variables

#### Dependent Variables

*Source: Pamela et al., (2017) & Gautam & Poudyal, (2018)*

This study delves into the impact of human resource planning (HRP) practices on organizational performance, emphasizing key factors like strategic workforce planning, transparent recruitment processes, and robust training and development programs. It aims to elucidate how these elements collectively contribute to enhancing overall organizational effectiveness and success. Drawing on previous research by Pamela et al., (2017) and Gautam & Poudyal, (2018), the study aims to establish connections between these HRP elements and organizational outcomes. By focusing on these specific aspects of HRP, the research seeks to develop an approximate model that clarifies their influence on organizational performance. This approach ensures a targeted investigation into the critical components of HRP that

contribute significantly to organizational success, as evidenced by prior studies in related industries.

### **3.4.1 Definition of Variables**

**Effective Workforce Planning:** The strategic process where organizations analyze and forecast their workforce needs to ensure they have the right people with the necessary skills at the right times. It involves identifying potential gaps in talent and implementing strategies to discourse effectively. This ongoing process helps organizations maintain a balanced workforce—neither too many nor too few employees—ensuring optimal performance and productivity aligned with organizational objectives. By systematically managing workforce supply and demand, companies can enhance their ability and achieve long-term success (Pamela et al., 2017).

**Transparent Recruitment and Selection:** Recruitment includes drawing suitable candidates for positions, while selection entails picking the best applicant among them based on their qualifications and suitability for the role. These processes ensure organizations hire the most qualified individuals to meet their staffing needs effectively. A key component of efficient HR planning procedures is accessibility in the hiring and selection of qualified and deserving personnel for the company. In Nepal, the majority of corporate and non-governmental organizations post job openings and conduct in-person interviews. Prior to the verbal exam, several organizations also conduct the written exam. In governmental organizations, a written exam is essentially a requirement for permanent employment, which is then followed by an oral presentation and a one-on-one interview (Gautam & Poudyal, 2018).

**Training and Development Programs:** The essential tools that enhance organizational efficiency by guiding employees through predefined actions based on knowledge. They ensure awareness of policies and guidelines that govern conduct, aiming to develop existing work performance and formulate individuals for future roles. These activities focus on acquiring new skills and knowledge vital for personal growth, enabling participants to achieve objectives and contribute significantly to the company's competitive advantage. (Gautam & Poudyal, 2018).

**Organizational Performance:** The ability to achieve its objectives and enhance outcomes effectively. In today's dynamic workforce, it encompasses the organization's capacity to meet objectives amid constantly changing environments and conditions. It reflects how well the

organization adapts, performs, and delivers results in response to internal and external challenges, ensuring sustained success and competitiveness. There are many other ways to characterize organizational performance; however, just a few have been covered in this study, which comes to the conclusion that the organization produces high-quality goods and services, satisfied customers, and highly productive employees. According to Pamela et al. (2017), organizational performance is a broad term that describes how a company operates. Performance is defined as the efficacy and efficiency of a particular program or activity in achieving objectives through the use of available resources.

### **3.5 Method of analysis**

Descriptive statistics will be used as part of the analytic process to provide an overview of the participants' demographics and the main variables of interest. The links between HRP practices and organizational performance indicators will be investigated, and hypotheses will be tested using inferential statistics including regression and correlation analysis. Tables and graphs illustrating the data analysis results will be displayed with a narrative explanation of the results.

#### **3.5.1 Descriptive Analysis**

Descriptive statistics serve as a crucial tool in research, offering a comprehensive snapshot of data through calculations like mean and standard deviation. In this study, they play a pivotal role in assessing how factors such as effective workforce planning, transparent recruitment processes, and robust training and development initiatives influence key organizational performance metrics like customer satisfaction, productivity levels, and the quality of products and services delivered. Variability measures such as standard deviation and variance highlight the dispersion of data points, while measures of central tendency such as mean, median, and mode provide a clear picture of typical values within the dataset. These statistical insights illuminate the distribution and characteristics of the data, empowering researchers to discern correlations and make informed decisions grounded in empirical evidence.

#### **Mean**

The arithmetic mean of a set of observations is determined by dividing the sum of all values by the total number of observations. This average value acts as a representative figure that summarizes the collective traits of the entire dataset. While the extremes such as the highest

and lowest values mark the boundaries, the mean typically stands at the midpoint. It provides a balanced overview of the dataset's characteristics, serving as a central reference point for understanding the distribution and trends within the data.

#### **a) Standard Deviation**

A dispersion measurement that is absolute and does not include the limitations of other dispersion measures. great standard deviation is shown in the great degree of dispersion. A high level of observational regularity and series consistency is indicated by minimal standard deviations, and vice versa. The small standard deviation indicates a high degree of consistency in observations within a dataset. Standard deviation (SD) quantifies the degree of dispersion or variability within a set of values, often in relation to their average. The calculation method for SD hinges on whether the dataset is a sample or the entire population.

### **3.5.2 Inferential Analysis**

#### **• Correlation Analysis**

- In this study, Pearson's correlation coefficient serves as a quantitative tool to measure both the strength and direction of relationships between pairs of variables. It evaluates the extent to which two variables are linearly associated, offering values that range from -1 (reflecting a perfect negative correlation) to +1 (indicating a perfect positive correlation), with 0 denoting no linear relationship. This statistical measure aids researchers in precisely assessing and quantifying how changes in one variable coincide with changes in another, illuminating the interdependencies within the dataset.
- If  $r = 0$ , then there is no correlation between variables.
- If  $r > 0$ , then there is positive correlation between variables. If  $r < 0$ , then there is negative relation between variables.

The coefficient of determination, denoted as  $r^2$ , provides a practical method for understanding the implications of the correlation coefficient ( $r$ ) between two variables. It illustrates how much of the variation in the dependent variable can be attributed to changes in the independent variable. Researchers assess the significance of the correlation coefficient ( $r$ ) using a two-tailed p-value analysis, typically at confidence levels of one percent and five percent. This statistical approach facilitates a thorough examination of the relationships between variables, offering valuable insights into their mutual influences within the study.

## Regression Analysis

Regression analysis assumes causality between variables, unlike correlation analysis, which only measures the strength of association. Simple linear regression shows how one independent variable influences a dependent variable, while multiple linear regression examines the combined effects of several independent variables on a single dependent variable. Regression analysis provides deeper insights into the relationships between variables, especially when exploring how multiple factors impact an outcome. For instance, to investigate job-hopping behavior, researchers use multiple regression analysis to understand the collective influence of various independent variables. Similarly, when studying the relationship between behavioral intention, willingness to learn, and perceived risk, multiple regression analysis reveals how perceived risk affects this relationship. Therefore, regression analysis is essential for uncovering causal connections and comprehending the intricate effects of multiple variables on outcomes.

### **The Regression Model (Customer Satisfaction)**

$$CS = \beta_0 + \beta_1 EWP + \beta_2 R\&S + \beta_3 T\&D + \varepsilon$$

Where,

$\beta_0$  = Constant Value

$\beta_1, \beta_2,$  and  $\beta_3$  = Coefficient of Independent Variables

CS = Customer Satisfaction

EWP = Effective Workforce Planning

R&S = Transparent Recruitment and Selection

T&D = Training & Development Programs

E = Error Terms

### **The Regression Model (High Employee Productivity)**

$$HEP = \beta_0 + \beta_1 EWP + \beta_2 R\&S + \beta_3 T\&D + \varepsilon$$

Where,

$\beta_0$  = Constant Value

$\beta_1, \beta_2,$  and  $\beta_3$  = Coefficient of Independent Variables

HEP = High Employee Productivity

EWP = Effective Workforce Planning

R&S = Transparent Recruitment and Selection

T&D = Training & Development Programs

E = Error Terms

## **CHAPTER 4**

### **RESULTS AND DISCUSSION**

This chapter presents an empirical analysis of data collected from respondents, aiming to achieve the study's objectives. It synthesizes findings derived from techniques and data analysis detailed in Chapter Three, focusing on investigating the potential benefits of effective Human Resource Planning (HRP) practices in enhancing employee satisfaction, productivity, and overall organizational performance at Nepal Telecom. Primary data from 400 respondents contribute to expanding the existing knowledge base on HRP and organizational effectiveness. Key elements covered in this chapter include a demographic profile of respondents, descriptive statistics of variables, hypothesis testing, and an in-depth discussion of the analytical results. The demographic profile highlights details such as gender, age groups, educational backgrounds, current divisions or sections, and tenure within the organization. Analytical insights encompass mean values, standard deviations, correlations, and regression analyses pertaining to study variables. Furthermore, the chapter critically discusses hypotheses in relation to the study's objectives, presenting findings in a manner facilitated by tables and graphs for clarity and comprehension. This structured approach offers a comprehensive exploration of how efficient HRP practices may influence organizational outcomes, contributing substantively to the field of HRM research.

#### **4.1 Demographic Profile of Respondents**

The analysis and interpretation of the gathered data are covered in this section. Four hundred employees of Nepal Telecom, operating in various departments, sections, and divisions around the valley, were chosen to participate in the survey. This section includes a demographic profile that includes information on gender, age group, education level, division/department, and work experience. Tables and figures present the respondent's demographic profile.

##### **4.1.1 Gender of Respondents**

Table 1 displays the frequency distribution and percentage breakdown of respondents categorized by gender, distinguishing between male and female participants.

**Table 1***Gender of respondents*

Gender	Frequency	Percent
Male	236	59.0
Female	164	41.0
Total	400	100.0

*Source: Field Survey, 2024*

Table 1 provides an overview of respondent gender distribution. Among the total sample of 400 employees at Nepal Telecom, 236 were male and 164 were female, accounting for 59% and 41% of the total respectively. This indicates a higher participation of male respondents compared to female respondents in the study.

#### **4.1.2 Age Group of Respondents**

Table 2 presents the frequency distribution and percentage composition of respondents categorized by age groups: 18-30 years, 31-40 years, 41-50 years, and 51-60 years.

**Table 2***Age category status of respondents*

Age Group	Frequency	Percent
18-30 Years	99	24.8
31-40 Years	93	23.3
41-50 Years	191	47.8
51-60 Years	17	4.3
Total	400	100.0

*Source: Field Survey, 2024*

Table 2 shows the age groups of respondents. Out of total respondents of 400, there were 99 employees under the age of 30 years, 93 in between the age of 31 to 40 years, whereas the age of group of 41 to 50 has highest number with 191 employees and least age category is by the age group of 51-60 years with only 17 numbers of employees.

### 4.1.3. Education Level of Respondents

Table 3 displays the frequency distribution and percentage breakdown of respondents' education levels, categorized as High School, Bachelor's, Master's, and Technical.

**Table 3**

*Education status of respondents*

Educational Level	Frequency	Percent
High School	51	12.8
Bachelor	126	31.5
Master	195	48.8
Technical	28	7.0
Total	400	100.0

*Source: Field Survey, 2024*

Among three mentioned educational level of the respondents, large group of respondents were of Masters Level where Bachelors, High School level and technical lines were comparatively less. There were 195 respondents were of Masters Level, 126 were Bachelors level, only 51 respondents were of high school level and 28 from technical level, that reflects 48.8% of respondents of Master's level, 31.5% respondents were Bachelor level, only 12.8% respondents were of high school and only 7% from technical level.

### 4.1.4 Division/Section in the company

Table 4 illustrates the frequency distribution and percentage breakdown of respondents' job positions at Nepal Telecom, categorized into Human Resources, Finance/Administration, IT Technicians, Marketing, and Public Relations Officers/Customer Care.

**Table 4***Division/Section*

Current Department	Frequency	Percent
Human Resource	11	2.8
Finance/Administration	92	23.0
Technician	108	27.0
Marketing	121	30.3
Public Relation/Customer Care	68	17.0
Total	400	100.0

*Source: Field Survey, 2024*

Table 4, Human resource dept. has 11 employees, which accounts for 2.8% of the total workforce where Finance/Administration has 92 employees, making up 23.0% of the total. Likewise, Technicians participated in the survey are 108, representing 27.0% of the total. The marketing department and Public Relation/Customer Care has 121 employees and 68 employees, comprising 30.3% and 17.0% of the total respectively.

#### **4.1.5 Work Experience of Respondents**

Table 5 presents the frequency distribution and percentage composition of respondents' work experience categorized into the following groups: up to less than 5 years, 5 to 10 years, 10 to 15 years, and above 15 years.

**Table 5***Work Experiences*

Experience	Frequency	Percent
Less than 5 Years	100	25.0
5 to 10 years	188	47.0
10-15 years	101	25.3
15 Years and above	11	2.8
Total	400	100.0

*Source: Field Survey, 2024*

According to Table 5, the distribution of respondents based on work experience is as follows: 100 respondents have up to 5 years of experience, 188 have 5 to 10 years, 101 have 10 to 15

years, and 11 have more than 15 years. This breaks down to 25.0% for up to 5 years, 47% for 5 to 10 years, 25.3% for 10 to 15 years, and 2.8% for more than 15 years. The largest group, comprising 47% of respondents, falls within the 5 to 10 years of work experience category.

## **4.2 Descriptive Statistics**

This section of the study describes the descriptive analysis of the information gathered from respondents via questionnaires throughout the investigation. Descriptive analysis uses statistical metrics and methods to provide an explanation for the data. The three statistical metrics are the standard deviation, mean, and frequency. The tabular version of this mean and standard deviation is displayed. Bank employees were given "Five Point Likert Scale" questions for this study, with scales ranging:

- 1- Strongly Disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly Agree

### **4.2.1 Effective Workforce Planning**

Total five questions were listed and asked in regards to the effective workforce planning that has been organized and provided to the employees by their respective employer banks. Table 4.6 shows the rating scale of respondents in the five questions.

**Table 6***Effective Workforce Planning*

<i>Opinion Statement</i>	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Result</i>
The company ensures it has the right people in right place.	400	1	5	4.16	.911	Agree
The company undertakes comprehensive HR planning annually.	400	1	5	3.78	.948	Agree
The company includes the employees in the planning process.	400	1	5	3.76	1.061	Agree
The company makes HR planning based on the required skills, knowledge and abilities of existing employees.	400	1	5	3.70	.995	Agree
The company adopts fair distribution of work among employees	400	1	5	3.61	1.066	Agree
Valid N (list wise)	400					

Table 6 presents the mean and standard deviation values reflecting the impact of effective workforce planning at Nepal Telecom. The highest mean score of 4.16 pertains to "The company ensures it has the right people in the right place," with a standard deviation (SD) of 0.911. Conversely, the lowest mean score of 3.61 is associated with "The company adopts fair distribution of work among employees," accompanied by an SD of 1.066. Across all statements evaluated in the table, mean ratings ranged from 3.61 to 4.16, indicating generally positive perceptions overall. These statements assessed various aspects of HR management, highlighting practices such as comprehensive annual HR planning, employee involvement in planning processes, alignment of HR planning with employee skills, and fair workload distribution. The majority of respondents expressed agreement with each statement, demonstrating confidence in the organization's HR practices. While there was some variability in ratings, reflected in SD values ranging from 0.911 to 1.066, the overall trend suggests a strong level of satisfaction and trust in HR processes at Nepal Telecom.

#### 4.2.2. Transparent Recruitment and Selection

Five questions concerning transparent recruitment and selection procedures were presented and analyzed. Table 4.7 outlines the rating scale used by respondents to evaluate these five questions.

**Table 7**

##### *Transparent Recruitment and Selection*

<i>Opinion Statement</i>	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Result</i>
Recruitment and placement is fair and transparent in the company.	400	1	5	3.70	1.097	Agree
The company considers its strategic needs when undertaking recruitment and selection.	400	1	5	3.60	.976	Agree
There is an equal opportunity for potential employees during recruitment and selection.	400	1	5	3.63	.983	Agree

The recruitment and selection practice lead to recruit and select competent staff.	400	1	5	3.62	.937	Agree
The recruitment and selection process are implemented as per the public service and human resource development manual.	400	1	5	3.60	1.072	Agree
Valid N (list wise)	400					

Table 7, indicates that the majority of respondents agree with various statements related to recruitment and selection processes within Nepal Telecom through evaluation from mean and standard deviation. Comparing the survey responses on various aspects of recruitment and selection, it appears that the statement "Recruitment and placement is fair and transparent in the company" received the highest mean rating of 3.70, indicating the strongest agreement among respondents. Following closely behind is the statement "There is an equal opportunity for potential employees during recruitment and selection," with a mean rating of 3.63. The other statements, including "The company considers its strategic needs when undertaking recruitment and selection," "The recruitment and selection practice lead to recruit and select competent staff," and "The recruitment and selection process are implemented as per the public service and human resource development manual," received slightly lower mean ratings ranging from 3.60 to 3.62. In terms of variability, the standard deviations range from 0.937 to 1.097, suggesting some variance in opinions among respondents, but overall, there is a consensus agreement with the statements provided.

#### 4.2.3 Training and Development Programs

Five questions were introduced to assess the training and development programs provided to employees in different divisions of Nepal Telecom. The rating scale used by respondents for these questions is detailed in Table 8.

**Table 8***Training and Development Programs*

<i>Opinion Statement</i>	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Result</i>
The company is concerned about the quality of training and learning opportunities	400	1	5	3.76	.989	Agree
The company provides new employees with an orientation.	400	1	5	3.57	.981	Agree
The company plans ahead for the training programs.	400	1	5	3.69	.984	Agree
The company uses advanced technology in training Programs.	400	1	5	3.52	1.004	Agree
The company has cross-departmental training programs.	400	1	5	3.59	1.019	Agree
Valid N (list wise)	400					

Table 8 shows the comparisons between the responses regarding various aspects of training and development programs. It appears that the statement "The company is concerned about the quality of training and learning opportunities" received the highest mean rating of  $M=3.76$ , indicating the strongest agreement among respondents and the statement comprising "The company uses advanced technology in training programs," received slightly lower mean ratings ranging  $M=3.59$ . In terms of variability, the standard deviations range from 0.981 to 1.019. In summary, while there is overall agreement with all the statements regarding training and learning opportunities within the company, there is some variability in opinions, particularly for statements related to the use of advanced technology and cross-departmental training programs. Nonetheless, the majority of respondents generally perceive the company positively in terms of its training and development initiatives.

**4.2.4 Customer Satisfaction**

A set of five questions was designed and administered to collect feedback on customer satisfaction levels. The purpose of this initiative was to explore the relationship between human resource planning and organizational performance at Nepal Telecom. Table 4.9 displays the rating scale used by respondents for these questions.

**Table 9***Customer Satisfaction*

<i>Opinion Statement</i>	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Result</i>
Customers are highly satisfied and stable.	400	1	5	3.94	.895	Agree
Reputation of our company in eyes of the customers has improved.	400	1	5	3.71	.915	Agree
Company values the feedback of the customers and regular enhances product and services.	400	1	5	3.89	.908	Agree
We strongly involve our customers in our research and development processes.	400	1	5	3.63	.925	Agree
The number of customer complaints within the last period has decreased strongly.	400	1	5	3.60	1.014	Agree
Valid N (list wise)	400					

Table 9 presents the mean and standard deviation of customer satisfaction regarding various aspects of human resource planning at Nepal Telecom. According to the data, the statement "Customers are highly satisfied and stable" achieved the highest mean rating,  $M=3.94$ , with a standard deviation of 0.895, indicating strong consensus among respondents. In contrast, the statement "The number of customer complaints within the last period has decreased strongly" received a slightly lower mean rating of  $M=3.60$  and a standard deviation of 1.014, reflecting somewhat less agreement. Overall, the respondents generally concurred with the positive statements about customer satisfaction, although the standard deviations suggest some variation in their responses.

#### **4.2.5 High Employee Productivity**

Five questions were crafted and administered to examine High Employee Productivity across different aspects of human resource planning. This initiative sought to investigate the link between human resource planning and organizational performance at Nepal Telecom. Table 4.10 details the rating scale applied by respondents to these questions.

**Table 10***High Employee Productivity*

<i>Opinion Statement</i>	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Result</i>
Customers are highly satisfied and stable.	400	1	5	3.87	.899	Agree
Reputation of our company in eyes of the customers has improved.	400	1	5	3.64	.877	Agree
Company values the feedback of the customers and regular enhances product and services.	400	1	5	3.68	.933	Agree
We strongly involve our customers in our research and development processes.	400	1	5	3.64	.989	Agree
The number of customer complaints within the last period has decreased strongly.	400	1	5	3.66	.937	Agree
Valid N (list wise)	400					

Table 10 shows the mean and standard deviation of high employee productivity on human resources practices in Nepal Telecom. As shown in the Table Highest  $M= 3.87$  relates to “customers appear to be highly satisfied and stable” presenting with  $SD = 0.899$  and the lowest  $M=3.64$  relates to “the company's reputation has improved in their eyes and involves customers in research and development processes” presenting with  $SD = 0.989$ . The data suggests a very satisfied customer base that holds a positive view of the company's reputation, feeling valued through their feedback being implemented to improve products/services. While involvement in R&D processes seems slightly lower, customers clearly see the company making efforts to reduce complaints and maintain strong relationships

**4.3 Inferential analysis**

This section aims to describe the methodology for analyzing empirical data and testing the hypotheses established in the previous chapter. By utilizing inferential statistics, researchers can infer conclusions and extend findings from sample data to the broader population. This approach allows for the calculation of population values based on one or more observational samples. Inferential analysis tests hypotheses to determine whether observed differences

between groups or variables are genuine or merely due to random variation. It facilitates the generation of new data through generalizations and predictions derived from samples. The two analytical tools employed in this section are:

#### 4.3.1 Correlation analysis

The study utilized Correlation Analysis to explore the relationships between variables. Specifically, Pearson’s Correlation Analysis was applied to evaluate the connections between different independent and dependent variables within the research. This technique assesses the degree of linear correlation between any two variables.

**Table 11**

*Correlation Analysis -1*

	Effective Workforce Planning	Transparent Recruitment and Selection	Training and Development Programs	Organizational performance
Effective Workforce Planning	1			
Transparent Recruitment and Selection	.512**	1		
Training and Development Programs	.385**	.546**	1	
Organizational performance	.391**	.485**	.555**	1

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

Table 11 illustrates the relationships between dependent and independent variables in the context of human resource planning at Nepal Telecom.

a. **Effective Workforce Planning and Organizational Performance:** The correlation analysis indicates that the Pearson Correlation Coefficient between effective workforce planning and organizational performance is  $r = 0.391$ . This signifies a positive and moderate correlation, suggesting that organizations with more effective workforce planning processes tend to exhibit higher levels of customer satisfaction. The correlation is statistically significant at the 1% level ( $p\text{-value} < 0.01$ ).

b. **Transparent Recruitment and Selection and Organizational Performance:** The analysis shows a Pearson Correlation Coefficient of  $r = 0.485$  between transparent recruitment and selection processes and organizational performance, pointing to a positive and moderate

correlation. This relationship implies that organizations with more transparent recruitment and selection processes generally experience higher customer satisfaction. Transparent processes are perceived as fairer, leading to better-quality hires, enhanced employee engagement, and alignment with customer needs. The correlation is statistically significant at the 1% level ( $p\text{-value} < 0.01$ ).

**c. Training and Development Programs and Organizational Performance:** The results reveal a Pearson Correlation Coefficient of  $r = 0.555$  between training and development programs and organizational performance, indicating a positive and moderate correlation. This suggests that organizations investing more in employee training and development tend to achieve higher customer satisfaction ratings. Although not extremely strong, this moderate correlation underscores the contribution of comprehensive training programs to a more satisfied customer base. The correlation is statistically significant at the 1% level ( $p\text{-value} < 0.01$ ).

#### **4.3.2 Regression Analysis**

Regression analysis assumes a causal relationship between two or more variables, while correlation analysis does not imply causation, focusing instead on the strength and direction of relationships. Simple linear regression examines how one independent variable affects a dependent variable, whereas multiple linear regression explores the impact of multiple independent variables on one dependent variable. To gain a deeper understanding of the relationships between variables, multiple regression analysis is employed. This method allows for the examination of how several independent variables collectively influence a single dependent variable. For instance, to understand job-hopping behavior, multiple regression analysis is used to assess the effects of various independent variables. Similarly, in examining the impact of perceived risk on the relationship between behavioral intention and willingness to learn and change, multiple regression analysis provides insights into these complex interactions.

**Table 12***Model summary effect on Customer Satisfaction*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 <sup>a</sup>	.333	.328	.46161
a. Predictors: (Constant), Effective Workforce Planning, Transparent Recruitment and Selection Training and Development Programs				

The coefficient of determination, also known as R-squared, serves as a model summary that explains variation. In this study, the multiple correlation coefficient (R) is 0.577, indicating a moderately good relationship between customer satisfaction, as measured by organizational performance in Nepal Telecom, and the predictor factors (effective workforce planning, transparent recruitment and selection, training and development programs). The R-squared value is 0.333, which means that the predictor variables in the model account for 33.3% of the variation in the impact of human resource planning (HRP) on customer satisfaction. After adjusting for the number of predictors in the model, the adjusted R-squared is 0.328, explaining approximately 32.8% of the variance in the dependent variable. This slight decrease in R-squared suggests that including additional predictors may not significantly improve the model. The standard error of 0.46161 indicates the typical discrepancy between the expected and observed values of the impact of HRP on organizational performance in Nepal Telecom. A smaller standard error suggests a better fit of the model.

It's important to note that this study does not account for other significant HR practices that could influence customer satisfaction. Therefore, while the current model provides valuable insights, there may be additional factors not considered in this analysis.

**Table 13***ANOVA- effect on Customer Satisfaction*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.152	3	14.051	65.939	.000 <sup>b</sup>
	Residual	84.383	396	.213		
	Total	126.535	399			
a. Dependent Variable: Customer Satisfaction						
b. Predictors: (Constant), Effective Workforce Planning, Transparent Recruitment and Selection Training and Development Programs						

Table 13 presents several critical metrics that evaluate the regression model's effectiveness in predicting customer satisfaction based on Effective Workforce Planning, Transparent Recruitment and Selection, and Training and Development Programs. The Regression Sum of Squares (SSR) of 42.152 units indicates how much of the variance in customer satisfaction is explained by the regression model. With 4 degrees of freedom (3 predictors + 1 constant term), the model's Mean Square for regression is 14.051, illustrating its ability to explain variance. The F-value of 65.939 assesses the overall significance of the regression model by comparing the explained variance (Regression Sum of Squares) to the unexplained variance (Residual Sum of Squares). A higher F-value indicates a more significant regression model. The significance (Sig.) value of .000b associated with the F-statistic indicates a very high level of statistical significance, implying that the regression model is highly significant in predicting customer satisfaction. These findings affirm that Effective Workforce Planning, Transparent Recruitment and Selection, and Training and Development Programs collectively play a significant role in explaining and predicting variations in customer satisfaction levels at Nepal Telecom. The model effectively captures the influence of these predictors on customer satisfaction, providing valuable insights for enhancing organizational performance through strategic human resource planning.

**Table 14**

*Coefficients of all variables-effect on Customer Satisfaction*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.306	.179		7.293	.000
Effective Workforce Planning	.140	.045	.151	3.131	.002
Transparent Recruitment and Selection	.231	.051	.240	4.521	.000
Training and Development Programs	.297	.047	.312	6.292	.000

a. Dependent Variable: Customer Satisfaction

Table 14 provides insight into the impact of the independent variables—Effective Workforce Planning, Transparent Recruitment and Selection, and Training and Development Programs—on Customer Satisfaction, while holding other variables constant. Here’s a paraphrase of the information provided. The beta coefficient for Effective Workforce Planning suggests that for every one-unit increase in Effective Workforce Planning, Customer Satisfaction is predicted to increase by 0.140 units, assuming Transparent Recruitment and Selection and Training and Development Programs remain unchanged. Similarly, the beta coefficient for Transparent Recruitment and Selection indicates that for every one-unit increase in Transparent Recruitment and Selection, Customer Satisfaction is predicted to increase by 0.231 units, holding Effective Workforce Planning and Training and Development Programs constant. These beta coefficients quantify the expected change in Customer Satisfaction associated with each independent variable, providing insights into their individual impacts on organizational performance within Nepal Telecom.

The beta coefficient for Training and Development Programs indicates that for every one-unit increase, Customer Satisfaction is predicted to increase by 0.297 units, assuming Effective Workforce Planning and Transparent Recruitment and Selection remain unchanged. This highlights how each predictor—Effective Workforce Planning, Transparent Recruitment and Selection, and Training and Development Programs—contributes uniquely to the prediction of customer satisfaction within Nepal Telecom.

Beta coefficients represent standardized regression coefficients, allowing for comparison of the relative strengths of different variables within the model, regardless of their original units of measurement. The Beta of Effective Workforce Planning is 0.151, indicating the smallest relative effect among the predictors. Transparent Recruitment and Selection has a Beta of 0.240, indicating a slightly stronger effect than Effective Workforce Planning. Training and Development Programs exhibits the strongest influence with a Beta of 0.312.

Overall, all three variables show a statistically significant positive association with Customer Satisfaction. Training and Development Programs has the largest impact, followed by Transparent Recruitment and Selection, and then Effective Workforce Planning. These findings underscore the importance of strategic HR practices in enhancing customer satisfaction and organizational performance at Nepal Telecom.

**Table 15**

*Model summary effect on High Employee Productivity*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.498 <sup>a</sup>	.248	.242	.48457

a. Predictors: (Constant), Effective Workforce Planning, Transparent Recruitment and Selection Training and Development Programs

The correlation coefficient (R) measures the strength and direction of the linear relationship between Effective Workforce Planning, Transparent Recruitment and Selection, Training and Development Programs, and the dependent variable, High Employee Productivity. In this analysis, R is 0.498, indicating a moderate positive correlation among these variables.

The coefficient of determination ( $R^2$ ) reveals that approximately 24.8% of the variance in High Employee Productivity is explained by Effective Workforce Planning, Transparent Recruitment and Selection, and Training and Development Programs. This means these factors collectively contribute to about a quarter of the variation in employee productivity within Nepal Telecom.

The adjusted R squared (adjusted  $R^2$ ), which considers the number of predictors and sample size, provides a more conservative estimate of model fit. Here, it is 0.242, suggesting that after accounting for the number of predictors, approximately 24.2% of the variance in High Employee Productivity is explained by the model.

The standard error of the estimate, 0.48457 in this case, indicates the average deviation between actual and predicted values by the regression equation.

Overall, this regression model indicates that Effective Workforce Planning, Transparent Recruitment and Selection, and Training and Development Programs are collectively associated with approximately 24.8% of the variation in High Employee Productivity. However, it's important to consider that there may be other influential factors affecting employee productivity that were not included in this analysis.

**Table 16***ANOVA - effect on High Employee Productivity*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.684	3	10.228	43.560	.000 <sup>b</sup>
	Residual	92.984	396	.235		
	Total	123.668	399			
a. Dependent Variable: High Employee Productivity						
b. Predictors: (Constant), Effective Workforce Planning, Transparent Recruitment and Selection Training and Development Programs						

Table 16 provides critical insights into the regression model's ability to predict High Employee Productivity based on Effective Workforce Planning, Transparent Recruitment and Selection, and Training and Development Programs.

The Regression Sum of Squares, which quantifies the variance in High Employee Productivity explained by the regression model, is 30.684 units. This metric indicates how well the predictor variables collectively explain and predict variations in employee productivity.

With 4 degrees of freedom (3 predictors + 1 constant term), the Mean Square of 10.228 represents the average variance explained per degree of freedom in the model.

The F-value of 43.560 tests the overall significance of the regression model. This value compares the explained variance (Regression Sum of Squares) to the unexplained variance (Residual Sum of Squares). A higher F-value indicates a more significant model in predicting the dependent variable. In this case, the F-value suggests that the explained variance is significantly greater than the unexplained variance, indicating that the regression model is statistically significant in predicting High Employee Productivity.

The significance (Sig.) value associated with the F-statistic is .000b, which is less than the typical significance level of 0.05. This high level of significance suggests that the regression model, which includes Effective Workforce Planning, Transparent Recruitment and Selection, and Training and Development Programs as predictors, effectively predicts High Employee Productivity in Nepal Telecom.

In summary, the regression analysis confirms that the predictor variables included in the model have a significant impact on predicting High Employee Productivity within Nepal Telecom. These findings underscore the importance of strategic human resource planning practices in enhancing employee productivity and organizational performance.

**Table 17***Coefficients of all variables- effect on High Employee Productivity*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.699	.188		9.042	.000
Effective Workforce Planning	.082	.047	.090	1.752	.080
Transparent Recruitment and Selection	.104	.054	.110	1.944	.053
Training and Development Programs	.360	.050	.382	7.259	.000

a. Dependent Variable: High Employee Productivity

Table 17 presents the beta coefficients for all independent variables studied to assess their impact on organizational performance in Nepal Telecom. According to the table, if Effective Workforce Planning increases by one unit, High Employee Productivity is predicted to increase by 0.82 units, assuming that Transparent Recruitment and Selection and Training and Development Programs remain unchanged. These beta coefficients quantify the expected change in High Employee Productivity associated with each unit change in the respective independent variables, providing insights into their individual impacts within the organizational context of Nepal Telecom. Transparent Recruitment and Selection increases by one unit, High Employee Productivity is predicted to increase by 0.104 units, holding Effective Workforce Planning and Training and Development Programs constant. This beta coefficient indicates the strength and direction of the relationship between Transparent Recruitment and Selection and High Employee Productivity, considering the influence of other predictors in the regression model. Similarly, if Training and Development Programs increase by one unit, the model predicts that High Employee Productivity will increase by 0.360 units, assuming Effective Workforce Planning and Transparent Recruitment and Selection remain unchanged

Beta represents the standardized regression coefficients. It allows to compare the relative strengths of different variables within the model, since it accounts for different units of

measurement. The larger the Beta value, the greater is the relative impact of that variable on the dependent variable.

Here, Standardized Coefficient (Beta) of Effective Workforce Planning is 0.90 which indicates that it has the smallest relative effect. Comparatively, Beta of Transparent Recruitment and Selection is 0.110 that has a slightly stronger effect than Effective Workforce Planning. Lastly,

Training and development programs depicts the strongest influence since the Beta is 0.382. Overall, all three variables have a statistically significant positive association with High Employee Productivity. Training and Development Programs has the largest impact, followed by Transparent Recruitment and Selection, then Effective Workforce Planning.

#### **4.3.3 Summary of Hypothesis**

Hypothesis testing is a vital statistical method used to determine the likelihood that a hypothesis is true. It's a cornerstone of inferential analysis, helping researchers assess whether observed differences between groups or variables are genuine or could have arisen by chance. While testing hypotheses across entire populations is ideal, it's often impractical. Instead, researchers typically work with representative samples from the population. If the data from the sample do not support the hypothesis being tested, it is rejected. This process allows researchers to draw conclusions about the population based on sample data, balancing practicality with statistical rigor. In this study, five alternative hypotheses were formulated to explore relationships between dependent and independent variables. Regression analysis is the primary method used to test each hypothesis. The results of these tests involve analyzing regression coefficients, significance levels (p-values), and other statistical measures to gauge the strength and significance of the relationships between variables. This structured approach enables researchers to systematically evaluate and validate hypotheses using empirical data and statistical tools. Sophisticated statistical software, such as SPSS, facilitates the analysis by handling complex calculations and generating detailed reports. By rigorously testing hypotheses, researchers gain insights into how factors like effective workforce planning, transparent recruitment and selection, and training and development programs influence outcomes such as high employee productivity or customer satisfaction in organizations like Nepal Telecom.

**Table 18***Hypothesis testing*

<b>Hypothesis</b>	<b>Significance</b>	<b>Results</b>
Effective Workforce Planning on Customer Satisfaction	.002	Rejected (Accepted at 5% level of significance)
Transparent Recruitment and Selection on Customer Satisfaction	.000	Accepted
Training and Development Programs on Customer Satisfaction	.000	Accepted
Effective Workforce Planning on High Employee Productivity	.080	Rejected (at 5% level of significance but accepted at 10% level of significance)
Transparent Recruitment and Selection on High Employee Productivity	.053	Rejected (at 5% level of significance but accepted at 10% level of significance)
Training and Development Programs on High Employee Productivity	.000	Accepted
a. Dependent Variable: Customer Satisfaction and High Employee Productivity		

**H<sub>1</sub>: Effective workforce planning has a positive impact on organizational performance at Nepal Telecom**

From Table 18, the coefficient for Effective Workforce Planning on customer satisfaction is (Sig. = .002) where the hypothesis is rejected at 1% level of significance however it is accepted at 0.05 threshold. Thus, effective workforce planning has no significant impact on organizational performance in Nepal Telecom. Similarly, the coefficient of Effective workforce planning on high employee productivity is Sig.=0.80 that resulted rejected at 5% level of significance but accepted at 10% level of significance.

**H<sub>2</sub>: Transparent recruitment and selection processes have a positive impact on organizational performance at Nepal Telecom.**

From Table 18, the coefficient for Transparent Recruitment and Selection on Customer Satisfaction is (Sig. = .000) where the hypothesis is accepted since the significance level is less than the chosen threshold (0.01). However, the coefficient of Transparent Recruitment and Selection is (Sig= 0.053) which is rejected at 5% level of significance but accepted at 10% level of significance.

### **H<sub>3</sub>: Comprehensive employee training and development programs have a positive impact on organizational performance at Nepal Telecom.**

From the Table 18, there is positive impact of Comprehensive training and development on both the dependent variables of organizational performance i.e. customer satisfaction and high employee productivity. The coefficient for training and development on both of the variables is significant with (Sig=0.000) at 1% level of significance.

#### **4.4 Discussion**

The main objective of this study is to conduct a thorough investigative study to discover the relationships between key Human Resource Planning (HRP) practices and critical organizational performance metrics at Nepal Telecom. Specifically, analyze how effective workforce planning initiatives, transparent recruitment and selection processes, and robust training and development programs correlate with outcomes such as employee satisfaction levels, workforce productivity, and the quality of products and services delivered. This involved carrying out rigorous quantitative analyses, including regression modeling and correlation tests, to identify any statistically significant associations between the HRP practice variables and the performance indicator variables of interest. The analytical approach will help determine the degree to which variations in workforce planning, hiring processes, and training/development efforts influence corresponding changes in satisfaction and productivity metrics. The overall goal is to generate evidence-based recommendations on optimizing Nepal Telecom's HRP practices to better drive key performance outcomes around employee engagement, workforce output, and consistent delivery of high-quality offerings. Findings from this study can guide strategic decision-making to prioritize and strengthen specific HRP processes and programs. The study is mainly based on primary data collected through distributed questionnaire. The sample size of this study were 400 respondents from the different division and sections from Nepal Telecom. The organizational performance level was divided into two parts i.e. customer satisfaction and high employee productivity which has been tested through mean and standard deviation. Similarly, the highly influencing factor that affects the organizational performance of Nepal Telecom has been tested through correlation and regression analysis.

In this study, we examined into the human resource planning (HRP) practices at Nepal Telecom, focusing on pivotal variables like training & development, effective workforce

planning, and transparent recruitment and selection. These factors were analyzed for their impact on organizational performance metrics. Effective Workforce Planning did not demonstrate a significant influence on customer satisfaction at Nepal Telecom, as indicated by a coefficient with a significance level (Sig.) of .002. This led to the hypothesis being rejected at the 1% level, yet it was accepted at the 5% threshold. Similarly, its effect on high employee productivity was not statistically significant, with a Sig. value of 0.80, leading to rejection at the 5% level, albeit acceptance at the 10% level. Conversely, Transparent Recruitment and Selection had a notable positive impact on customer satisfaction, supported by a significant coefficient (Sig. = .000), meeting the criteria for acceptance at the 1% level. However, its impact on high employee productivity was not statistically significant, with a Sig. value of 0.053, leading to rejection at the 5% level but acceptance at the 10% level. Comprehensive training and development initiatives showed a robust positive impact on both customer satisfaction and high employee productivity. The coefficients for training and development were highly significant at the 1% level (Sig. = 0.000), underscoring their critical role in enhancing organizational performance. Comparing this study with Abdullah et al.'s (2009) research on HRM practices in Malaysian private companies, their findings showed several significant influences on business performance, including training and development, teamwork, HR planning, and performance appraisal. Specifically, training and development were confirmed to have a positive impact on business performance, supporting Hypothesis 1. Hypothesis 2, which proposed a positive impact of teamwork on business performance, was also supported, although specific statistical details were not provided. Overall, these findings highlight the importance of strategic implementation of effective HRM practices, particularly training and development, in improving organizational performance metrics such as customer satisfaction and high employee productivity. They emphasize the need for organizations to adopt these practices strategically to achieve sustained improvements in performance.

In their study titled 'Role of Human Resource Planning Practices on Employee Performance in County Government in Kenya: A case of Nakuru County,' Maina and Kwasira (2015) explored the impact of human resource planning practices on employee performance. Their research focused on the relationship between employee attraction and retention and organizational performance in Nakuru County. The researchers formulated a null hypothesis stating that the relationship between employee attraction and retention and organizational performance is not statistically significant. However, their findings led to the rejection of this null hypothesis. They discovered a positive and moderately strong relationship between

employee attraction and retention and employee performance, supported by a correlation coefficient of 0.415 and a significance level of  $p < 0.01$ . These results indicate that the relationship between these factors is not only statistically significant but also robust. Therefore, Maina and Kwasira's study supports the notion that effective strategies for attracting and retaining employees significantly enhance employee performance within county government settings in Kenya. Their empirical findings underscore the importance of human resource planning practices in improving organizational outcomes and highlight the critical role of employee attraction and retention in fostering employee performance and overall organizational success.

In their study titled 'The Effect of Human Resource Planning on Organizational Performance: A study of Selected Breweries in the South-East Nigeria,' Okafor and Ndidiamaka (2022) examined the impact of effective human resource planning on organizational performance within breweries in the South-East Nigeria region. Their research emphasized the crucial role of strategic HR planning, particularly in forecasting employee numbers and required skills, in enhancing operational efficiency and overall performance. The findings highlighted that proactive manpower planning significantly contributes to organizational success by aligning workforce needs with strategic goals. This underscores the importance of strategic alignment in maximizing operational effectiveness within brewery settings. However, contrasting results were found in the context of Nepal Telecom. The study indicated that Effective Workforce Planning did not show a statistically significant impact on organizational performance. The statistical analysis revealed a coefficient for Effective Workforce Planning with a significance level (Sig.) of .004, which exceeds the threshold of 0.05. The modest coefficient value ( $B = 0.111$ ) and standardized coefficient ( $Beta = 0.137$ ) suggested a minor association between effective workforce planning and organizational performance, but it was not statistically significant. Therefore, the study concluded that factors other than effective workforce planning might have a more substantial influence on organizational performance within Nepal Telecom. This highlights the complexity of organizational dynamics and the need for comprehensive strategies to enhance performance beyond workforce planning alone.

Based on the study conducted by Gautam and Poudyal (2018) titled 'Human Resource Planning, Selection and Training Practices of Nepalese Pharmaceutical Companies in Nepal,' the research aimed to assess HR planning, employee selection processes, and training practices among Nepalese pharmaceutical companies. The findings indicated that a majority

of these companies exhibited average levels of HR planning, employee selection procedures, and provision of training to employees. However, the study concluded that these practices were not fully satisfactory from a management perspective. As a result, the study recommended that Nepalese pharmaceutical companies should strengthen their HRM practices. Enhancing these practices was suggested as a means to improve organizational effectiveness and address the perceived shortcomings identified in the study. By bolstering HR planning, refining employee selection processes, and enhancing training provisions, these companies could potentially elevate their overall performance and better meet organizational goals in the competitive pharmaceutical industry landscape of Nepal.

## **CHAPTER 5**

### **SUMMARY AND CONCLUSION**

The findings and conclusions chapter summarizes the results obtained from the data analysis and hypothesis testing conducted in earlier chapters. It begins with a concise overview of the key findings, highlighting significant relationships and trends uncovered through statistical analysis. The following section presents the conclusions drawn from these findings, discussing their implications and contributions to the research area. Finally, the chapter offers practical recommendations based on these conclusions, aimed at guiding stakeholders and practitioners in enhancing practices or policies based on the study's insights. Overall, this chapter synthesizes the study's outcomes into actionable insights for future application and improvement in the field.

#### **5.1 Summary**

In today's rapidly evolving business environment, the role of Human Resource Planning (HRP) in driving organizational success cannot be overstated. Particularly within the telecommunications sector, where competition is fierce and customer demands continually evolve, the effectiveness of HR practices can significantly impact an organization's unique challenges and opportunities in managing its workforce effectively. Understanding the current landscape of HRP practices, including workforce planning, recruitment and selection strategies, and training and development initiatives, is crucial for Nepal Telecom to stay competitive and adapt to changing market dynamics. By examining the relationship between these HRP practices and important organizational performance indicators such as employee satisfaction, productivity, and service quality, valuable insights can be gained into how HR strategies can be optimized to drive positive outcomes. Furthermore, analyzing the direct effects of effective workforce planning, recruitment, and training on organizational performance can provide actionable recommendations for Nepal Telecom to enhance its HR practices and ultimately achieve its strategic goals in a dynamic and challenging market environment.

The main objective of this study was to understand the attitudes of employees in Nepal Telecom towards their organization's HR practices and how satisfied employee's productivity and satisfaction level of customer is drawn as a result. This study looks into how the way Nepal Telecom manages its human resources affects how well the company does. It looks at

things like how they plan their workforce, how they hire new people, and how they train their staff. Then, it checks if these practices are linked to how happy employees are, how much work they get done, and how good the products and services they provide are. By looking at both how Nepal Telecom handles its human resources and how well the company performs, the research aims to show how things like planning the workforce, hiring, and training impact how successful Nepal Telecom is. This research studied how different human resources (HR) practices at Nepal Telecom affect organization performance. Specifically, it looked at the impact of effective workforce planning, transparent recruitment and selection and training and development programs.

The research analyzed the relationship between a HRP practices of Nepal Telecom and customer satisfaction and high employee productivity. To gather data, a survey questionnaire was distributed to a sample of 400 employees across different departments/units and sections of Nepal Telecom. By examining factors like training, planning, and recruitment, the study aimed to provide insights into which HR practices contribute most to keeping employees and customer satisfied with their jobs and employer. The data has been obtained through a set of questionnaire which was distributed to the 400 respondents. The statistical tests are made through mean, standard deviation, correlation and regression analysis using SPSS software. Hypothesis was tested using regression test.

The aggregate mean for effective workforce planning in Nepal Telecom is 3.80, which typically indicates a positive attributes regarding the organization's ability to plan and utilize its workforce efficiently. The data suggests that, on average, respondents perceive the organization's workforce planning efforts as effective or above average. This could imply that the organization has strategies in place for recruiting, training, and managing employees to meet its objectives effectively. The aggregate mean for transparent recruitment and selection in the Nepal Telecom is 3.63, specifies that, on average, the organization's processes are observed as fairly transparent. This means that the procedures for hiring new employees are likely clear, accessible, and fair to all stakeholders involved, such as applicants, hiring managers, and HR personnel. It suggests that the organization is doing reasonably well in maintaining transparency throughout its recruitment and selection practices, which is essential for building trust, attracting qualified candidates, and ensuring fairness in hiring decisions.

The aggregate mean for training and development in Nepal Telecom is 3.62, indicates that training programs are likely in place and accessible to employees but may have room for

improvement in terms of effectiveness or scope. This score implies that while efforts are being made to invest in employee development, there may be opportunities to enhance the quality or breadth of training initiatives to better meet the needs of employees and the organization.

## **5.2 Conclusion**

The study is centered around assessing the impact of key HR practices on customer satisfaction, employee productivity, and overall organizational performance. Specifically, it examines the status of HR planning practices, including effective workforce planning, recruitment and selection, and training and development, within Nepal Telecom. The research aims to uncover how these practices influence critical indicators such as employee satisfaction, productivity levels, and the quality of services offered by Nepal Telecom. Furthermore, it seeks to analyze the specific contributions of effective workforce planning, recruitment and selection, and training and development toward enhancing the overall organizational performance of the telecom company.

In regards to the objective of this study, it has been found that Nepal Telecom have been very considerate about effective workforce planning that involves strategically analyzing and proactively addressing an organization's future talent needs. Nepal Telecom has enables its several key benefits that drive better organizational performance such as ensuring to have the right people with the right skills in the right roles at the right time, optimizing workforce deployment and utilization for maximum productivity. Similarly, aligns the workforce capabilities with operational plans, allowing for more effective execution of core work and strategic initiatives, identifying the future talent gaps early, enabling timely sourcing, development and retention of critical talent pipelines and increasing employee engagement by providing career growth, training and work-life balance opportunities. This helps in mitigating risks like talent shortages, skill gaps, succession issues etc. through contingency planning. However, it can be seen from the data that there is no any statistically significant impact of effective workforce planning on organizational performance in Nepal Telecom. When a hypothesis is rejected, it means that there isn't enough evidence to support the proposed relationship. In this study, despite workforce planning being important, the analysis suggests that at Nepal Telecom, effective planning alone may not directly translate to improved organizational performance. It could imply that other factors, such as

implementation, execution, or external variables, play significant roles in driving performance.

The study concludes that there is significant impact of transparent recruitment and selection on organizational performance. Nepal Telecom has accommodated that transparent and fair hiring practices are crucial as they enable organizations to attract and hire top talent more effectively, improve employee job fit, productivity and retention, build a more diverse workforce that drives innovation, enhance the company's employer brand reputation, mitigate legal risks around hiring discrimination and so on. The acceptance of this hypothesis indicated that there is strong evidence supporting the idea that transparent recruitment and selection processes contribute positively to organizational performance at Nepal Telecom. Transparency in these processes fosters trust among stakeholders, attracts high-quality candidates, and aligns organizational goals with employee skills and abilities. By facilitating the acquisition of an optimally skilled, diverse and motivated workforce through ethical recruitment, transparent hiring processes significantly contribute to improved operational execution and overall organizational performance over time. Transparency in hiring is therefore a key enabler of workforce and business success.

Further, the study depicted that there is statistically significant impact of comprehensive training and development to the employees with that of organizational performance in Nepal Telecom. Similar to transparent recruitment processes, the acceptance of this hypothesis underscores the importance of investing in employee training and development programs at Nepal Telecom. These programs not only enhance the skills and capabilities of employees but also contribute significantly to organizational performance. The strong effect size (Beta) indicates a substantial positive impact of these programs on performance. The research study found statistical evidence that robust employee training and development initiatives have a significant positive impact on key performance metrics at Nepal Telecom. Specifically, when the company invests substantially in developing the skills, knowledge and capabilities of its workforce through comprehensive training programs, it sees corresponding improvements in several organizational outcomes such as higher employee productivity and efficiency across roles and functions, enhanced quality of telecommunications products and services delivered to customers, increased employee job satisfaction and engagement levels, better ability to execute operational plans and strategic initiatives effectively and many more. The statistical analyses revealed a direct correlation between the quality of Nepal Telecom's training and the

positive gains across these key performance indicators. This highlights training as a critical human resource investment to build skilled, motivated and high-performing workforce aligned with driving operational excellence and competitive advantage.

Therefore, in summary, it can be concluded that Nepal Telecom prioritizes organizational performance, focusing on enhancing customer satisfaction and high employee productivity. This approach is crucial for fostering effectiveness, productivity, and the achievement of both personal and organizational goals.

### **5.3 Implications**

The study was conducted to evaluate the impact of Human Resource Planning (HRP) on organizational performance within Nepal Telecom, examining the relationships between various HR practices and organizational outcomes. Based on the findings, several implications can be drawn:

#### **Managerial Implications:**

- The findings underscore the significant performance benefits derived from comprehensive training and upskilling initiatives. Therefore, the company should actively promote and facilitate continuous investment in employee learning, reskilling programs, and professional development opportunities.
- The study's insights can guide Nepal Telecom in optimizing its existing workforce capabilities by periodically realigning roles, responsibilities, and reporting structures. Leveraging workforce analytics to enhance productivity and efficiency is also recommended.
- Nepal Telecom should promote an innovative culture that prioritizes developing workforce abilities to improve efficiency, adaptability, and the capacity to grab new possibilities in order to deliver sustainable performance.
- In order to promote staff engagement and retention, Nepal Telecom may conduct employee satisfaction surveys and create specific policies and initiatives to draw in, encourage, develop, and keep human resources.

#### **Research Implications**

- The impact of additional HR planning practices, such as incentive programs, workforce planning and staffing strategies, performance appraisal systems, leadership

development programs, and opportunities for professional development, might be investigated in future research projects.

- Future research may be relating to staff turnover factor, and by comparing them with the human resource planning, it seems necessary to identify the gap in implementation.

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# Appendix -1

## Thesis Questionnaire

I am Sapana Rajbanshi, an MBS student of Shanker Dev Campus, Tribhuwan University. I am conducting a research survey as a partial fulfillment of the academic requirement of the university on “The Impact of Human Resource Planning on Organizational Performance”. I would really appreciate your valuable inputs and I assure you that all the information received will be highly confidential and will be used for analysis purpose only.

### SECTION A

#### Demographic Profile

Please TICK on the appropriate answer: -

##### 1. Gender

- a. Male
- b. Female

##### 2. Age Group

- a. 18-30 Years
- b. 31-40 Years
- c. 41-50 Years
- d. 51-60 Years and above

##### 3. Educational Level

- a. High School
- b. Bachelors
- c. Masters
- d. Technical

##### 4. Division/Section

- a. Human Resource
- b. Finance/Administration
- c. Technician (IT)
- d. Marketing
- e. Public Relation/Customer Care

##### 6. Experience at this Company

- a. Less than 5 years
- b. 5-10 years
- c. 10-15 years
- d. 15 Years and above

## SECTION B

It includes the study of independent and dependent variables statements. Please answer each question based on your perception about the implementation of each on at your company, where 1 indicates strongly disagree and 5 strongly agree.

SN	Components	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		5	4	3	2	1
<b>Effective Workforce Planning</b>						
1	The company ensures it has the right people in right place.					
2	The company undertakes comprehensive HR planning annually.					
3	The company includes the employees in the planning process.					
4	The company makes HR planning based on the required skills, knowledge and abilities of existing employees.					
5	The company adopts fair distribution of work among employees					
<b>Transparent Recruitment and Selection</b>						
6	Recruitment and placement is fair and transparent in the company.					
7	The company considers its strategic needs when undertaking recruitment and selection.					
8	There is an equal opportunity for potential employees during recruitment and selection.					

9	The recruitment and selection practice lead to recruit and select competent staff.					
10	The recruitment and selection process are implemented as per the public service and human resource development manual.					
<b>Training and Development Programs</b>						
11	The company is concerned about the quality of training and learning opportunities					
12	The company provides new employees with an orientation.					
13	The company plans ahead for the training programs.					
14	The company uses advanced technology in training Programs.					
15	The company has cross-departmental training programs.					
<b>Customer Satisfaction</b>						
16	Customers are highly satisfied and stable.					
17	Reputation of our company in eyes of the customers has improved.					
18	Company values the feedback of the customers and regular enhances product and services.					
19	We strongly involve our customers in our research and development processes.					

20	The number of customer complaints within the last period has decreased strongly.					
<b>High Employee Productivity</b>						
21	Productivity of employees is much higher than industry average.					
22	Company provides required tools and resource for higher productivity.					
23	There are no cases in our company of people leaving for internal reasons.					
24	Employees are enthusiastic regarding the job and efficiency.					
25	Company makes the best uses of skills and abilities of employees for higher productivity.					

**Thank you for cooperation.**

# THE IMPACT OF HUMAN RESOURCE PLANNING ON ORGANI...

By: Sapana Rajbanshi

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CHAPTER 1 INTRODUCTION 1.1 Background of the Study Human resource planning is foundational to effective human resource management, ensuring that organizations have the optimal sum of employees with the necessary skills, placed strategically at the right time. This process not only aids in forecasting future workforce needs but also in recruiting and retaining talented individuals who contribute to achieving organizational objectives. The relationship between human resource planning and organizational performance has been increasingly studied, revealing a strong correlation between the two. Organizations that prioritize and execute robust human resource planning tend to experience improved performance outcomes, demonstrating the critical role of this practice in driving overall success. Human resource planning significantly contributes to organizational success by ensuring that companies have a clear understanding of the job market and how it impacts their operations. Organizations that neglect proactive human resource planning may struggle with unfilled positions, hindering productivity and growth. Therefore, effective human resource planning not only anticipates workforce needs but also aligns recruitment strategies to attract and retain skilled employees. This strategic approach directly enhances organizational performance by maintaining a capable workforce ready to meet evolving demands and goals. Human resource management (HRM) practices encompass a variety of strategies aimed at effectively managing an organization's human capital. These practices facilitate the development of unique organizational capabilities, foster strong social relationships among employees, and cultivate essential organizational knowledge needed to maintain a competitive edge. Key HR functions such as motivation processes, human resource planning, educational programs, employee relations, compensation and benefits, performance appraisal, and continuous development initiatives all contribute significantly to shaping organizational performance. These practices directly impact crucial metrics including employee retention, productivity levels, and financial outcomes. By adopting effective HRM practices, organizations not only boost employee engagement and satisfaction but also optimize resource utilization, encourage innovation, and achieve superior performance. In recent years, top management has increasingly acknowledged that employees, rather than assets such as products, markets, finances, facilities, or equipment, are the key factors in distinguishing a business from its competitors. Every asset within an organization relies on human application to create value. This understanding has prompted executives, industrialists, and researchers to continually seek methods to elevate employee engagement and job-related activities, with the ultimate goal of enhancing organizational performance. Recognizing the pivotal role of human effort and commitment, these stakeholders are dedicated to refining strategies that maximize employee productivity, innovation, and overall contribution to organizational success. Human Resource Planning (HRP) encompasses various perspectives, but its core objective remains consistent effectively using rare talents to benefit both the workforce and the organization. HRP can be viewed comprehensively as a proactive approach to expecting the organization's future needs and aligning personnel resources accordingly to meet those needs and satisfy customer demands. It involves anticipating shifts in the workforce, identifying skill gaps, and strategically planning for recruitment, training, and development to ensure the organization remains agile and capable of meeting