

STATUS OF HUMAN RESOURCE PLANNING AT LAMKICHUHA MUNICIPALITY IN KAILALI OF NEPAL

Dr. Hari Bhakta Shahi*

*Associate Professor

Department of Public Administration Campus,

Tribhuvan University,

Kirtipur City, Nepal, INDIA

Mail ID: haribhaktashahi@cdpa.edu.np

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ABSTRACT

Human resource is highly sensitive and vital of all the other researches in the organizations. The planning of human resource includes recruitment, selection, transformation, promotion and retirement. In gist human resource planning includes pre R to post R. the management of workers in the organization is guided by various theories and it is highly complex in the organization. Lamkichuha Municipality is just practicing human resource planning which is in the initial stage of practicing. The human resource planning is slow and influenced by various factors in the local level of Nepal. The results of the study reveal that most of the Lamkichuha Municipality (LCM) employees do not have in-depth knowledge on human resource planning, thus it is not well practices by the senior officers. The study concludes with the organization being proactive in recruiting and retaining employees and recommendation for LCM towards in effective human resource planning for the organization.

KEYWORDS: *Personnel Inventory, Forecasting, Manpower Shortages.*

INTRODUCTION

1 Background of the Study

Human resource (HR) departments and units in organizations typically undertake a number of activities from pre R to post R (recruitment to retirement). So human resource includes employee recruitment, training, development, performance appraisal, reward and so on. The process of ensuring that human resource requirements of an organization are identified and plans are made for satisfying HR. This view suggests several specific, interrelations, activities that together constitute human resource planning which include personnel inventory, human resource process, action plan, control and evaluation.

Human resource planning is the process by which members of the HR department identify current and future hiring or training needs. The purpose of human resource planning is to make sure that a business has the right type of talent spread throughout its departments. Human resource planning also aims to help businesses figure out what areas their company lacks in terms of employment and what strategic steps they need to complete to achieve those talent areas at their company.

Human Resource Planning is also the personnel process that attempt to provide adequate human resource to achieve future organizational objectives. It includes forecasting future needs for employees of various types, comparing these needs with the present workforce and determining the numbers and types of employees to be recruited or phased out of the organization's employment group (William, 2020) [1]. Human resource planning is a process of determining organization's future human resource requirements and course of action needed to satisfy those needs to

organizational objectives. It also ensures and determines that it has right kinds of people at the right places (Agrawal, 2015) [2].

Human resource planning (HRP) is the continuous process of systematic planning ahead to achieve optimum use of an organization's most valuable asset-quality employees. Human resources planning ensure the best fit between employees and jobs while avoiding manpower shortages or surpluses.

Human resource planning is the system of matching the supply of people, internally (existing employees) and externally (those to be hired and searched for) with over a given time frame. Human resource planning has two objectives; the optimum utilization of currently employed human resources and providing future human resource needs in the areas of skills and numbers.

Human Resource Planning (HRP) is the process of forecasting the future human resource requirements of the organization and determining as to how the existing human resource capacity of the organization can be utilized to fulfill these requirements. It, thus, focuses on the basic economic concept of demand and supply in context to the human resource capacity of the organization.

It is the process which helps the management of the organization in meeting the future demand of human resource in the organization with the supply of the appropriate people in appropriate numbers at the appropriate time and place. Further, it is only after proper analysis of the HR requirements can the process of recruitment and selection be initiated by the management.

HRP is essential in successfully achieving the strategies and objectives of organization. In fact, with the element of strategies and long term objectives of the organization being widely associated with human. Human resource planning is the major function of HRM because it is concerned with utilizing human resources. An organization does not own a person as it does capital and physical assets.

Human resource planning involves estimating the size and composition of future work force. It determines number of jobs to be filled (Agrawal, 2015). [2] Lamkichuha Municipality will enhance the process of decision making, encourage open discussion, bringing the right people together around the right questions, resolving conflicts among strong technical professionals, and managing emotional ups and downs of employees of the organization (LCM, 2020). [3] This study tries to find out key pp focuses of Human Resource Planning and plan implementation in Lamkichuha Municipalit.

1. Statement of the Problem

Human resource has been considered by many human resource writers as the most valuable resource of an organization. People are in constant demand, but, cannot be easily replaced by technology or moved around like finance. A systematic approach to human resource planning is needed to ensure that the public service is made up of the right people, in the right place, at the right time to deliver high quality, value for money services in partnership with communities, and all the time. Like many other local level of Nepal, Lamkichuha Municipality is no exception, for facing challenges in attracting and retaining skilled and valuable employees to meet changing service delivery needs. Together with rapid advances in communication technology, these factors are already having a profound effect on what and how services are provided, to whom, and at what cost. This has made the need for effective planning of the organization's most valuable asset. The issue of Human Resource raises series of questions. Fin this study main issues are as:

- a. What are the focuses of Human Resource Planning in Lamkichuha Municipality?
- b. How do they address human capital challenges that hamper the execution of service delivery initiatives and interventions at Lamkichuha Municipality?

3. Objective of the Study

The main objective of the study is to examine the scenario of Human Resource Planning at the Lamkichuha Municipality in Kailali of Nepal. The specific objectives of the study are as follows:

- a. To find out the key focuses of Human Resource at Lamkichuha Municipality.
- b. To find out the challenges of the provision of a framework to guide the implementation of human resource planning at the Lamkichuha Municipality.

4. Research Methodology

This study is based on mixed methods research design that focus on in-depth description of the Human Resource Planning practices and procedures, roles and responsibilities of key units in human resource planning processes at Lamkichuha Municipality. The staffing of the Lamkichuha Municipality constitute the population for the study. The Lamkichuha Municipality total staff strength of the Municipality is 150. The total number of population of the staff includes permanent employee, contract based employee and daily wages employee. All the employees are major part for the functioning of the office work for Lamkichuha Municipality. A representative sample size of 50 sample is selected from the population for the study. Both primary and secondary data are collected and analyzed. Primary data is collected basically from the interviews with selected respondents. Secondary data is collected from both published and unpublished reports books, and journals among other studies done on the subject matter. Descriptive statistics is used as statistical tool.

5. Literature Review

Human resource books, journals and online are reviewed for revving human resource and their planning. The main characteristics of Human Resource Planning are described below (Account Learning, 2013) [4]:

Future-Oriented

Human resource planning is prepared to assess the future requirement of the workforce in the organization. It helps identify the size and composition of resources for future purposes.

Continuous Process

Human resource planning is a continuous process. The human resource planning prepared today may not be applicable for the future due to the ever-changing external forces of the environment. Hence, to address such changing factors, human resource planning needs to be revised and updated continuously.

Optimum Utilization of Human Resources

Human resource planning focuses on optimum utilization of resources in the organization. It checks how employees are utilized productively. It also identifies employees' existing capabilities and future potentialities to perform the work.

Right Kinds and Numbers

Human resource planning determines the right number and kind of people at the right time and right place that can perform the required jobs. It also assesses the future requirement of human resources for the organizational objective.

Determination of Demand and Supply

Human resource planning is determining the demand for and supply of human resources in the organization. Then a match between demand and supply estimates the optimum level of human resources.

Environmental Influence

Environmental changes influence human resource planning; hence, it is updated as per the change occupied in the external environment.

Importance of Human Resource Planning

Nyamupachari conducted a research suggesting a number of important of Human Resource Planning and these are as follows (William, 2020) [1]:

- a. Planning is not as easy as one might think because it requires a concerted effort to come out with a programme that would ease your work. Commencing is complicated, but once you start and finish it you have a smile because everything moves smoothly.
- b. Planning is a process that has to be commenced from somewhere and completed for a purpose. It involves gathering information that would enable Administrators and supervisors make sound decisions. The information obtained is also utilized to make better actions for achieving the objectives of the Organization.
- c. HR planning makes the organization move and succeeds in the 21st Century that we are in. Human Resources Practitioners who prepare the HR Planning programme would assist the Organization to manage its staff strategically.
- d. The programme does not assist the Organization only, but it will also facilitate the career planning of the employees and assist them to achieve the objectives as well. This augments motivation and the Organization would become a good place to work. HR Planning forms an important part of Management information system.
- e. HR have an enormous task keeping pace with all the changes and ensuring that the right people are available to the Organization at the right time. It is changes to the composition of the workforce that force Administrators to pay attention to HR planning. The changes in composition of workforce not only influence the appointment of staff, but also the methods of selection, training, compensation and motivation (Nyamupachari).

Steps in Human Resource Planning

According to Nyamupachari, Human Resource Planning have the following steps, and are as follows (Agrawal, 2015) [2]:

Forecasting

HR Planning requires that we gather data on the Organizational goals objectives. One should understand where the Organization wants to go and how it wants to get to that point. The needs of the employees are derived from the corporate objectives of the Organization. They stem from shorter and medium term objectives and their conversion into action budget. Therefore, the HR Plan should have a mechanism to express planned Company strategies into planned results and budgets so that these can be converted in terms of numbers and skills required.

Inventory

After knowing what human resources are required in the Organization, the next step is to take stock of the current employees in the Organization. The HR inventory should not only relate to data concerning numbers, ages, and locations, but also an analysis of individuals and skills. Skills inventory provides valid information on professional and technical skills and other qualifications provided in the firm. It reveals what skills are immediately available when compared to the forecasted HR requirements.

Audit

We do not live in a static World and our HR resources can transform dramatically. HR inventory calls for collection of data; the HR audit requires systematic examination and analysis of this data.

The Audit looks at what had occurred in the past and at present in terms of labour turn over, age and sex groupings, training costs and absence. Based on this information, one can then be able to predict what will happen to HR in the future in the Organization.

HR Resource Plan

Here we look at career Planning and HR plans. People are the greatest assets in any Organization. The Organization is at liberty to develop its staff at full pace in the way ideally suited to their individual capacities. The main reason is that the Organization's objectives should be aligned as near as possible, or matched, in order to give optimum scope for the developing potential of its employees. Therefore, career planning may also be referred to as HR Planning or succession planning.

Action Plan

There are three fundamentals necessary for this first step.

- a. Know where you are going.
- b. There must be acceptance and backing from top management for the planning.
- c. There must be knowledge of the available resources (i.e) financial, physical and human (Management and technical).

Once in action, the HR Plans become corporate plans. Having been made and concurred with top management, the plans become a part of the company's long-range plan. Failure to achieve the HR Plans due to cost, or lack of knowledge, may be serious constraints on the long-range plan.

Monitoring and Control

This is the last stage of HR planning in the Organization. Once the programme has been accepted and implementation launched, it has to be controlled. HR department has to make a follow up to see what is happening in terms of the available resources. The idea is to make sure that we make use of all the available talents that are at our disposal failure of which we continue to struggle to get to the top.

Tools and Techniques in Human Resource Planning

Many tools are available to assist in the HRP process. Byers and Rue (1984), in their book Human Resource Management (6th edition), stated the following as the tools of Human Resource Planning.

- a. The skills inventory is one of the frequently used Human Resource Planning tool, a skill inventory consolidates information about the organizations human resources. It provides basic information on all employees, including in its simplest form, a list of names, certain characteristics, and skill of employees.
- b. The second useful tool is succession planning which identifies specific people to fill key positions throughout the organization. Under an optimal succession planning system, individuals are initially identified as candidate to move up from up after being nominated by management. Their performance appraisal data are reviewed, potentials is assessed, development program are formulated, and career paths are mapped out.
- c. The third tool is commitment planning (CMP), a systematic approach to HRP designed to get Administrators and their subordinates thinking about and involved in HRP (Byers and Rue, 1984) [5].

Need for Human Resource Planning

Factors which give rise to the need for human resource planning in almost all organization include seven, mentioned by Bowey (1974) [6].

- a. The opening or closure of a section, department or site.
- b. Organizational growth or contraction.
- c. The imminent retirement of a large proportion of labour force
- d. The introduction of new production methods or technology.
- e. The redesigning of large number of jobs.
- f. The re-organization of department of section.
- g. The need for large number of employees with scarce or unused skills.

Human resource planning therefore assures the organization of qualified candidate got vacancies that may occur in key positions. It gives the organization an orderly procedure for planning transfer and promotions. It also gives a picture of the internal resources of available to the organization and it provides the organization with the information needed to develop available talent more fully with appropriate tailored training experience.

Aims of Human Resource Planning

Michael (2006) [7] mention that, the aims of human resource planning in any organization will largely depend on its context but in general terms, the typical might be to:

- a. Attract and retain the number of people required with the appropriate skills, expertise and competencies.
- b. Develop a well-trained and flexible workforce, thus contributing to the organization's ability to adapt to an uncertain and changing environment.
- c. Reduce dependence on external recruitment when key skills are in short supply by formulating retention, as well as employee development strategies.
- d. Improve the utilization of people by introducing more flexible systems of work (Michael, 2006) [7].

6. Data Presentation and Analysis

Data collected from secondary source and primary source are presented in table. The simple statistics i.e. descriptive statistics percentage is used to describe the phenomena which are given below as:

Structure of the Population in the Municipality

Total staffs in the municipality at LCM are population. Senior officers are gazzeted officers and junior officers are non gazzeted staffs. The structure of the population according to the level and ranking of employee in the municipality which is explained as:

TABLE NO. 1 STRUCTURE OF THE POPULATION

| Structure | Number | Percentage |
|-----------|--------|------------|
| Senior | 14 | 9 |
| Junior | 136 | 91 |
| Total | 150 | 100% |

Source: LCM 2020

This table showed that junior level staffs are higher in the LCM. It is local level organization to provide service for the people so junior staffs are higher in percentage which is good situation.

Gender of the Population

Population is mainly divided into two categories as male and female. The division of population is shown in the table as:

TABLE NO. 2 GENDER OF THE POPULATION

| Gender | Number | Percentage |
|--------|--------|------------|
| Male | 125 | 83 |
| Female | 25 | 17 |
| Total | 150 | 100% |

Source: LCM 2020

Above table showed that Males dominate in all the divisions, sections and units of Lamkichuha Municipality. This is not good situation because male and female must be equally involve. Government of Nepal also suggested at list 33 percent of female are compulsory in all sector.

Gender wise Representative of the Respondents

As male are more in the population at LMC consequence this happens in the sample. The division of sample is shown in the table as:

TABLE NO. 3 GENDER WISE REPRESENTATIVES OF THE RESPONDENTS

| Structure | Number | Percent |
|-----------|--------|---------|
| Male | 40 | 80.0 |
| Female | 10 | 20.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

This table showed that 80 percent of sample covers male employees.

Age of Respondent

The government of Nepal permits entry as of employee in the organization between age of 18-35. But females are provided quit flexibility age of 18-40. The age of retirement in public sector is up to 58 years. The age distribution 50 employee are categorized in the table as:

TABLE NO. 4 AGE OF RESPONDENT

| Age Group | Number | Percent |
|-------------------|--------|---------|
| Valid 18-30 Years | 21 | 42.0 |
| 31-40 Year | 14 | 28.0 |
| 41-50 Year | 10 | 20.0 |
| 51-58 Year | 5 | 10.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

Above table showed that young employee in the organization are higher. This is good situation. Only 10 percent are old employees.

Marital Status of Respondents

Constitutions of Nepal 2072 have provision of marriage after 20 years old. In this organizations some employee are single and other are married. The marital status of 50 employees are shown in the table as:

TABLE NO. 5 MARITAL STATUS

| Marital Status | Number | Percent |
|----------------|--------|---------|
| Single | 14 | 28.0 |
| Married | 36 | 72.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

The above table revealed that twenty-eight (28%) of the staff who responded are singles while seventy-two (72%) percent of the respondents are married. This implies that most of the LCM staffs were married.

Educational Level of Respondents

The Education level or the educational qualification achieved by the respondents is mentioned for the better understanding of the academic knowledge. In organization different level people are involved. Public sector organizations are gathering of different culture, education and skill people. The levels of education of 50 sampled employees are shown in the table as:

TABLE NO. 6 EDUCATION LEVEL

| Level of Education | Number | Percent |
|--------------------|--------|---------|
| Secondary School | 2 | 4.0 |
| Intermediate/+2 | 10 | 20.0 |
| Bachelor Degree | 30 | 60.0 |
| Master's Degree | 8 | 16.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

The table above indicates that of the respondents have four percent (4%) secondary level passed, sixty percent (60%) bachelor degree passed and sixteen percent (16%) are master degree passed. This implies that majority of LCM Staff were bachelor degree holders. This is good scenario of the staff in the LCM.

Human Resource Planning in Municipality

This includes the practices adopted by the municipality while managing the human resource and its proper planning. Human resource planning deals with requirement, selection, training, coaching and promotion in the organization. The effort of the municipality is asked with 50 sampled respondents and their response is summarized below as:

TABLE NO. 7 HRP PLANNING IN THE MUNICIPALITY

| HR Plan | Number | Percent |
|-------------|--------|---------|
| Promotion | 5 | 10.0 |
| Counseling | 3 | 6.0 |
| Recruitment | 42 | 84.0 |
| Coaching | 0 | 0.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

From the table above, the study shows that ten percent (10%) of the respondents knows that plans are made for promotion, 3 percent (3%) for the counseling and eighty-four percent (84%) for the recruitment in the municipality. This implies that all the respondents unanimously agree that plans are made for recruitment and promotion in the way of civil servants and at contract basis in the LCM. The rules and regulation for the promotion and transfer are not made by the federal parliament. So there is no clearly mentioned about the promotion and transfer for the employee. Recruited employees are working in the position in which they were recruited. The coaching of the employee is zero percent.

Pattern of HR Practices

HR Practices mainly concern to the HR policy implementation. Nepal is ruled by central administrative system. After 2006 the issues of federalization raised. But the implementations of federalization policy in local level started since 2015. The process of federalization is too slow in Nepal. In the local level show many practices are to be formulated but their implementation is slow. The pattern and system followed by the municipality in the time of caring out HRP activities is mentioned by the 50 respondents as follows:

TABLE NO. 8 PATTERNS OF HRP PRACTICES CARRIED OUT IN THE MUNICIPALITY

| Category | Number | Percent |
|---------------|--------|---------|
| Advertisement | 4 | 8.0 |
| Yearly | 0 | 0.0 |
| Every 3 years | 36 | 72.0 |
| Training | 10 | 20.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

Respondents were asked how are these practices carried out in their department, eight percent (8%) of the respondents said that advertisement is done for HRP, zero percent (0%) confirm that promotion is done yearly, seventy-two percent (72%) said it's done every three years and twenty percent (20%) said it's done through training. Seventy-two percent (72%) said every three years because employees are promoted through interviews and performance based. This implies that promotions are mostly done through interviews and performance based promotion. This is because the job requires effective communication which can easily be unearthed through interview as well as performance and even seniority. Base of three years for the process of human resource planning is considered as an important way for the municipality. The minimum years required for the promotion and transfer of the employee of local level organization is considered as the best for the human resource planning in the area of human resource management.

Elements of the HRP

The main elements which follow the HRP process in the HRM practices of the municipality are planning, counselling, implementation and coaching. The perceptions of 50 employees on the HRP are summarized in the table below as:

TABLE NO. 9 ELEMENTS OF THE HRP CYCLE IN THE MUNICIPALITY

| Element of HRP | Number | Percent |
|----------------|--------|---------|
| Planning | 21 | 42.0 |
| Counselling | 0 | 0.0 |
| Implementation | 29 | 58.0 |
| Coaching | 0 | 0.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

Table 4.11 shows that forty-two percent (42%) of the respondents confirm planning is an important element of HRP and fifty-eight percent (58%) of the respondents confirm that implementation as important part of the cycle. But there is not counseling and coaching in the municipality. This showed that HRP is just understood in the conceptual level for the employee.

HRP Cycle

HRP is the system which follows the path of cycle. It is the continuous process which takes place systematically. Which elements takes initiation for the HRP is main concern? The perceptions of 50 employees are summarized in the table below as:

TABLE NO 10 HRP CYCLE

| Status | Number | Percent |
|--------------------|--------|---------|
| Planning | 20 | 40.0 |
| Design/Development | 20 | 40.0 |
| Implementation | 10 | 20.0 |
| Evaluation | 0 | 0.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

Respondents were asked where does human resource planning cycle begins in the municipality. Forty percent (40%) said planning begins the cycle whiles forty percent (40%) says both design and development begins the HRP cycle and only twenty percent (20%) respondents says implementation begin the cycle. This implies that majority of the staff of LCM felt that planning and design should begin the human resource planning cycle. The reason is that every Administrative cycle starts with planning and designing. Planning and designing play vital role. But implementation is main crucial part. In the local level municipality HR cycle is not completely working.

Effects of HRP in the Municipality

Either well managed or unmanaged planning about the HRP can affect the organization. The effects may be strong or weak depending upon the management practices. The sampled 50 employees of the municipality and their perception are summarized as:

TABLE NO. 11 EFFECT OF HRP IN THE MUNICIPALITY

| Perception | Number | Percent |
|-------------------|--------|---------|
| Shortage of Staff | 15 | 30.0 |
| Regular Promotion | 29 | 58.0 |
| Unskilled Staff | 6 | 12.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

Out of the fifty respondents, to the effect of human resource planning in the municipality, thirty percent (30%) of the respondents said the effects is shortage of staff; fifty-eight percent (58%) said the outcome is constrained by promotion; and unskilled staff represented twelve percent (12%). This implies that majority of LCM Staff thought that Regular promotion is the main benefit of human resource planning in LCM. The reason is that in LCM, planning is done mainly for promotion purposes. Planning is the important tool for the process of promotion of the employee.

Key Section for the Human Resource Planning

The table given below mentions about the sections of the municipality those is responsible for the management of human resource and its planning. The perceptions of 50 sampled staffs for HRP are summarized below as:

TABLE NO. 12 SECTIONS FOR THE HUMAN RESOURCE PLANNING

| Section | Number | Percent |
|-------------------------------|--------|---------|
| Administration/Human resource | 37 | 74.0 |
| Finance/Revenue | 5 | 10.0 |
| Planning | 8 | 16.0 |
| Information Technology | 0 | 0.0 |
| Technical | 0 | 0.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

Above table showed that, seventy-four (74%) percent of the respondent said administration and human resource section is responsible for HRP. Because they are in charge of managing the human resource of the municipality. Ten percent (10%) said Finance and revenue, because they used to be in charge in some case and sixteen percent of the respondents said that planning is also responsible for the human resource planning. This implies that many of the Staff of LCM found their administration and human resource section as the main section for human resource planning activities.

Satisfaction of HRP

The question was asked to the respondents about are you satisfied with the manner human resource planning has been practiced in the department over the last 5 years. This helps to find out whether the respondents are satisfied or not with the HRP process in the municipality. The sampled 50 staff and their perception are summarized and tabulate below as:

TABLE NO. 13 SATISFACTION OF HRP

| Satisfaction | Number | Percent |
|--------------|--------|---------|
| Yes | 28 | 56.0 |
| No | 22 | 44.0 |
| Neutral | 0 | 0.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

Above table showed that Fifty-six percent (56%) said yes, forty-four percent (44%) said no and no one said can't tell. This implies that the practice applied in the human resource sector is fair. The absenteeism of the human resource section is disturbing the human resource practices but the municipality is managing the situation and handling the condition for the management of the human resource.

Existence of Constraints and Challenge

Local level organizations are directly connected to people. Grass root level people have more expectation in one side. In the other side they do not understand official rules and regulations. Therefore, local level service delivery is highly challenging. The question is asked to the respondents about the existence of challenges in the municipality to find out the response. The response of 50 sampled staffs are summarized and tabulated below as:

TABLE NO. 14 EXISTENCES OF CHALLENGES

| Challenges | Number | Percent |
|------------|--------|---------|
| Yes | 50 | 100.0 |
| No | 0 | 0.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

Above table explained that whether they observe or experience any constraints and challenges hindering human resource planning in the LCM. All respondents said they experience constraints and challenges hindering the human resource planning process. This implies that most of the challenges of the human resource planning of LCM are known to all employees.

Changing Situations

Local level organization needs chief executive officer from the bureaucracy. Bureaucrats are transfer time to time which causes difficulty of HRP in the local bodies. What are the frequent challenges seen in the management of human resource and its planning process in the municipality is asked to the staffs. Their responses are summarized and tabulated below as:

TABLE NO. 15 CHANGING SITUATIONS (IF YES)

| Changes | Number | Percent |
|------------------------------|--------|---------|
| Frequent change of CEO | 33 | 66.0 |
| Good management | 4 | 8.0 |
| keeping of records | 6 | 12.0 |
| Implementation of programmes | 7 | 14.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

Above table showed that Sixty-six percent (66%) respondents said frequent change of CEO, because there have not been a permanent CEO for years. eight percent (8%) said good management because the change of CEO and his supportive for the municipality is appearing as a constraint for HRP. This means majority of LCM Staff thought frequent change of CEO is their main challenge for their human resource planning because the decision making power and overall office duties rest of the responsibility of CEO. In Absence of the CEO, it is difficult to perform and manage human resource activities.

Suggestion to Address constraints and Challenges

Out of the respondents who answered the question on how the department cope with and manage these constraints and challenges? The responses provided by 50 sampled staff are summarized the following table as:

TABLE NO. 16 SUGGESTIONS TO ADDRESS CONSTRAINTS AND CHALLENGES

| Cope of Challenges | Number | Percent |
|-------------------------------|--------|---------|
| Training/Promotion | 32 | 64.0 |
| Financial motivation to staff | 6 | 12.0 |
| Counseling | 12 | 24.0 |
| Total | 50 | 100.0 |

Source: Field Survey 2022.

Above table showed that Sixty-four percent (64%) of the respondents said training and promotion because there is plan for promotion; twelve percent (12%) of the respondents said financial motivation to staff. This implies that most of the LCM Staff thought training and promotion is the main coping strategy of the human resource planning in dealing with its challenges. Regular and proper training and promotion makes the staff more capable for the performance and can make better result in the public service delivery. Thus, training and should be made regular for those how are new and promotion for experience.

7. CONCLUSION

The study is to examine the extent to which Human Resource Planning is practiced at Lamkichuha Municipality. It also sought to examine the relationship between Human Resource Planning and strategic planning of Lamkichuha Municipality and the importance of Human Resource Planning concept at Lamkichuha Municipality. Human resource planning at local level is highly challenging in Nepal. LCM also faces such challenges. The employee in LCM is moderately satisfied. The situation of human resource planning faces so many challenges such as; frequent, change of CEO, political pressure and budgeting in LCM. The respondent suggested that challenge can be copied by training, promotion, financial incentive, coaching and counseling.

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