

A Study on Human Resource Planning, Recruitment and Selection

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ABSTRACT

Human resource planning in the business practice should represent generally used and key activity for human resource management because human resource planning helps to make optimum utilisation of the human resources in the enterprise and it helps to avoid wastage of human resources. Human resource planning allows to forecast the future manpower requirements and also to forecast the number and type of employees who will be required by the enterprise in a near future. In the long term period, success of any enterprise depends on whether the right people are in the right places at the right time, which is the nature of human resource planning. The aim of this study is to explain the importance of human resource planning and recruitment as well as to outline results of questionnaire survey which it was realized in industrial enterprises.

INTRODUCTION

Human resource planning must be an integral part of business planning because it is the core of all planning processes of the enterprise. The human being is the most important factor in the operation of the enterprise. A human resource plan must ensure that there is the right number and structure of people in the right jobs at the right time. These people should meet the required company objectives. Based on the mentioned above can be said that the well processed personnel plan is one of the assumptions at increasing sustainable performance and competitiveness of the enterprise.

BACKGROUND TO THE STUDY

Although people's understanding of Human Resource Planning (HRP) differs, the general objective is how to use scarce talents in an effective way in the interest of work and organisation. Human Resource Planning may be seen in its entirety as an effort to anticipate the future of the organisation and to provide personnel to fulfil that organisation and to satisfy customer's demands.

According to Bulla and Scott (1994,p.66) as „the process of ensuring that human resource requirements of an organisation are identified and plans are made for satisfying those requirements“. This view suggests several specific, interrelations activities that together constitute HRP which include personnel inventory, human resource process, action plan, control and evaluation.

Human Resource Planning is also the personnel process that attempt to provide adequate HR to achieve future organisational 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 organisation's employment group.

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

HRP 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 organisation.

Schein (1976,p.3) noted that, the more complex organizations become, the more they will be vulnerable to human error. They will not necessarily employ more people, but they will employ more sophisticated highly trained people both in managerial and in individual contributor, staff roles. The price of low motivation, turnover, poor productivity, sabotage, and intra-organizational conflict will be higher in such an organization. Therefore it will become a matter of economic necessity to practice effective human resource planning in recruitment and selection.

STATEMENT OF THE PROBLEM

Human resource has been considered or described by many human resource writers as the most valuable resource of an organisation. Despite the complex nature of human beings, which is their personality, character and the ability to achieve goals, people differ in all aspects.

People are in constant demand, but, cannot be easily replaced by technology or moved around like finance. Again, the Human Resource Planning is underpinned by Government's priorities to provide tangible improvements in services to citizens and to build strong, interconnected and sustainable communities. A systematic approach to human resource planning is needed to ensure that the organization is made up of the right people, in the right place, at the right time to deliver high quality.

Hypothesis – It is assumed that the planning, recruitment and selection procedures followed by HDFC are most efficient and most competent in the

market scenario. This is also called Null Hypothesis (Ho).

OBJECTIVES OF THE STUDY

The main objective of the study was to examine the effectiveness of Human Resource Planning, Recruitment and selection process in the organization.

The specific objectives of the study were:

- To find out whether there are HRP policies and practices in the organization.
- To establish whether the Human Resource Planning practices and procedures within the organization are functioning effectively.
- To study the recruitment and selection process followed by the organization.
- To study HRP in recruitment and selection process.

SIGNIFICANCE OF THE STUDY

Planning, Recruitment & Selection plays a vital role in the growth of the organization. Recruitment process needs to be followed to ensure that the right person reaches the right place. Recruiting the wrong kind of people can become a serious issue for any company.

The research will be valuable reference material for students, organisations and other interested persons who may want to undertake similar study. Recommendations made by the study would enable organisation to have more insights on the need to shift from ad hoc planning to more systematic and scientific based planning of their human resources.

RESEARCH METHODOLOGY:-

Research methodology is a way to systematically solve the research Problem. The steps adopted by the researcher to solve the research problem.

RESEARCH PROCESS:-

Research process consists of series of actions or steps necessary to effectively carry out research. The various steps, which provide useful guideline regarding research Process.

- Formulating research problem
- Extensive literature survey
- Determining sample design
- Collecting the data
- Execution of the project.
- Analysis of the data
- Interpretation and suggestions.
- Conclusions
- Preparation of the report

STUDY AREA:-

The study has been conducted in IVRCL, Hyderabad.

SAMPLE DESIGN:-

A sample design is definite plan determined before data was actually collected for obtaining a sample from given population in this study random sampling is used. This sampling method involves purposive or deliberate selection of particular units of the population for constituting a sample, which represents the population.

SAMPLE SIZE:-

The sample size taken for survey includes 100 employees. The sample Takes into consideration/constitutes all the managers and programmers in the organization.

DATA COLLECTION:-

In dealing with any problem it is often found that data at hand are inadequate and therefore it becomes necessary to collect data that are appropriate. These are several ways of collecting the appropriate data, which defer considerably. In context of time and other resources two kinds of data has been used.

1. primary data
2. Secondary data.

1. PRIMARY DATA:-

The Primary data are those, which are collected afresh for the first Time, and thus happens to be original in character. With reference to this study, data is collected through

- a) Questionnaire
- b) Interview method.

a) Questionnaire Method:-

Data is gathered by distributing questionnaire to managers and Programmers. Questionnaire is prepared and pre tested before using it for data collection.

Questionnaire is a structured one consisting of questions, which are close, ended having fixed response pattern with multiple Answers.

b) Interview method:-

The study also includes obtaining information from knowledgeable persons. This interview is an informal or unstructured One with competent and articulate individuals, programmers and professionals of the organization.

2. SECONDARY DATA:-

The secondary data are those that are already available, i.e. they Refer to the data, which have already been collected and analyzed by someone else. Secondary

data is gathered from the organization Catalogues, Journals and books.

SCOPE OF THE STUDY

The scope of the study is strictly restricted to the employees IVRCL, Hyderabad.

LIMITATIONS OF THE STUDY

1. The respondents were not available readily and the data were collected as per the convenience of the respondents.
2. The sample of 100 respondents was given by the organization hence appropriate sample techniques were not applied for selecting the respondents.
3. Time is also one of the constraints. Duration of 45 days is not sufficient to cover all the aspects of the study.

For the above limitations the study conducted may not give the true Representations of the entire organization.

DATA ANALYSIS AND INTERPRETATION

Does the Organization have a formal system of Human Resources Planning?

Options	No of respondents	Percentage of respondents
Yes	85	85%
No	15	15%
Total	100	100%

Interpretation:

From the above chart, 85% of the respondents agree they have a formal system of Human Resource Planning and 15% of the respondents don't agree they have a formal system of Human Resource Planning.

Do organization plan Human Resources requirement well in advance?

Options	No of respondents	Percentage of respondents
Yes	77	77%
No	23	23%
Total	100	100%

Interpretation:

From the above chart, 77% of the respondents agree organization plan Human Resources requirement well in advance and 23% of the respondents don't agree organization plan Human Resources requirement well in advance

FINDINGS:

1. Majority of the respondents agree they have a formal system of Human Resource Planning and organization plan Human Resources requirement well in advance at least for a period of 0-2 years
2. Most of the respondents agree that the Organization's HR planning system is aligned with business requirement and is able to provide manpower as per business needs
3. Majority of the respondents agree that the Human Resources planning is considered as an important system
4. Most of the respondents agree that the organization plans the recruitment policy and considers all the factors as basis of forecasting
5. Majority of the respondents agree that the present recruitment policy is helpful in achieving the goals of the company

6. Most of the respondents agree that the Cost of recruitment appear to be proportionate to the quality of candidates recruited,
 7. Majority of the respondents agree to some extent that the Interviews take care of technical as well as personality
 8. Most of the respondents agree that the Organization recruit the employees through external source as campus recruitments and advertisements.
 9. Majority of the respondents agree that the organization recruit employees through latest method of recruitment through Internet and uses own web site for recruitment purpose
 10. Most of the respondents don't agree that the Internet recruitment is effective.
 11. Majority of the respondents don't agree that there is a provision for recruitment of summer trainees.
 12. Most of the respondents say 5-10 numbers of employees are trained in a year
 13. Majority of the respondents agree that the Organization uses a structured type of interview,
 14. Most of the respondents don't agree there is a provision for evaluation and control of recruitment and selection process.
- Majority of the respondents agree that the procedure adopted for recruitment and selection of employees enables right person at the right job.

SUMMARY

Human resources planning involve planning for the right kind of human resources in terms of the quantity, quality, competence, experience etc. It is very important that human resources planning system is effective and takes care of the human resources need for present as well as future.

On the basis of the data collected during the study it is observed that a majority of the respondents agreed that

their organizations have an effective human resources planning system.

Human resources system recruitment ensures that sufficient numbers of applicants are available for any position in the organization, as per the requirement.

Effectiveness of this system ensures that the organization has sufficient choices of candidates and can choose the best talent available. The system involves various processes and is considered to be effective only when the required talent joins the organization.

It is observed on the basis of data collected during the study that most of the organizations have an effective recruitment system. There are concerns related to the availability of right talent in time and fitment of new joiners in the organizations. This is mostly true for all the organizations studied.

Process of selection is the last step in overall system of procurement of human resources and it is complete when the right candidate is selected and offer for the employment is made. It is observed that the selection process in the sample organization ensure availability of human resources in time however there are concerns with respect of getting the right talent and the quality of new employees for the organization.

CONCLUSION:

Human resource planning is one of the major areas of human resource management. It allows the company to realize its goals, increase the effectiveness and competitiveness of enterprises in the labour market. Human resource planning helps to reduce future uncertainty and to better operate the organisation.

A human resource plan must ensure that there is the right number and structure of people in the right jobs at the right time. These people should meet the required business objectives. Otherwise, it is possible that

business goals and plans may not be filled and also the competitors can dislodge the company from achieved market position.

Recruitment is essential to effective Human Resources Management Policies should always be reviewed as these are affected by the changing environment. Effective recruitment is important in achieving high organizational performance and minimizing labor turnover. The company should take the suggestions and ideas from the employees and can conduct and examine the communication skill set within the employees.

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