

HUMAN RESOURCE PLANNING IMPORTANCES FOR ORGANIZATION

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Abstract: The aim of this research is suggesting a number of importances of Human Resource Planning are discussed in this research with organization context. 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. Planning is a process that has to be commenced from somewhere and completed for a purpose. The main objective of the study was to examine the effectiveness of Human Resource Planning and its effect on organization.

Keywords: Human Resource Planning, Organization, Research, Importance, Recruitment

Introduction: Human Resource Planning is also the personnel process that attempt to provide adequate HR to achieve future organizational objectives. It includes forecasting future needs for employees of various types, comparing these needs with the present workforce and determining the numbers and types of employees to be recruited or phased out of the organization's employment group. "Human resource planning is the system of matching the supply of people, internally and externally with over a given time frame".

Human Resource Planning is defined as a rational approach to the effective recruitment, retention, and deployment of people within an organization including, when necessary, arrangements for dismissing staff. It is therefore concerned with the flow of people through and sometimes out of the organization. It is however not a mere numbers game but rather concerned with the optimum deployment of peoples knowledge, skill creative abilities, etc. and hence qualitative and quantitative. Human resource planning has been defined by Denisi and Griffin(2nd Edition) as „the process of forecasting the supply and demand for human resources within an organization and developing action plans for aligning the two“. Human resource planning has two objectives; the optimum utilization of 2 currently employed human resources and providing future HR needs in the areas of skills and numbers. Human Resource Planning 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. The issue of Human Resource Planning raises series of questions. For instance, how effective is Human Resource Planning policies and practices in the Information Services Department? How do they address human capital challenges that hamper the execution of service delivery initiatives and interventions at the Information Services Department? How effective is the Human Resource Planning practices and procedures at the Information Services Department? 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 organization. Human Resource Planning may be seen in its entirety as an effort to anticipate the future of the organization and to provide personnel to fulfill that organization and to satisfy customer's demands.

Review of literature: According to **Gould**, 1984, HRP is defined as, "the strategically driven human resource function will be devoted to finding ways to help the organization gain important advantages over its competitors". Those advantages are often described in terms of the capacity that a business has with which to pursue its objectives. "The capacity of an organization to achieve its strategic objectives is influenced by human resources in three fundamental ways: cost economics; capacity to operate effectively; capacity to undertake new enterprises and change operations".

Mullins(1996) acknowledges that „In recent years increasingly more attention has been given to the important of planning human resources as well other economic resources such as capital, materials, machinery and equipment“.

Bulla and Scott (1994,) has shown that, Human Resource Planning (HRP) as „the process for ensuring that the human resources requirements of an organization are identified and plans are made for satisfying those requirements“. Human resource planning basically refers to the planning of all the various activities carried out by the human resource department or even planning how the activities of the human resource department can be executed. Some of these human resource activities are recruitment, selection, motivation, coaching, career development, empowering, and evaluations among others.

According to **Mondy** et al (1996) HRP is defined as a systematic analysis of HR needs in order to ensure that correct numbers of employees with the necessary skills are available when they are required. When we prepare our planning programme, Practitioners should bear in mind that their staff members have their objective they need to achieve. This is the reason why employees seek employment. Neglecting these needs would result in poor motivation that may lead to unnecessary poor performance and even Industrial actions.

Importance of Human Resource Planning: A research suggesting a number of importances of Human Resource Planning are discussed in this research. 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.

The study is to examine the extent to which Human Resource Planning is practiced. It also sought to examine the relationship between Human Resource Planning and strategic. Furthermore, the study touched on the response for Human Resource Planning, how it is carried out, Officials responsible for Human Resource Planning as well as the challenges of the organization. The results of the study reveal that most of the HR staff do not have in-depth knowledge on Human Resource Planning, thus it is not well practiced by the senior officers. It also reveals that Human Resource Planning can align the organization plan with Human Resource Planning. The study ends with recommendations for organization towards the improvement of Human Resource Planning Practices.

Commencing is complicated, but once you start and finish it you have a smile because everything moves smoothly. Planning is a process that has to be commenced from somewhere and completed for a purpose. It involves gathering information that would enable managers and supervisors make sound decisions. The information obtained is also utilized to make better actions for achieving the objectives of the Organization. HR Planning involves gathering of information, making objectives, and making decisions to enable the organization achieve its objectives. Surprisingly, this aspect of HR is one of the most neglected in the HR field. When HR Planning is applied properly in the field of HR Management, it would assist to address the following questions. How can the Company keep its employees? 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. 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. 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 managers 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.

Objective of the Study: The main objective of the study is discussed below.

To examine the Importance of Human Resource Planning on organization.

To examine whether the Human Resource Planning practices and procedures are functioning effectively.

To find out the challenges of the provision of a framework to guide the implementation of HRP.

Research Methodology: The researcher adopted the descriptive research design that focus on in-depth description of the Human Resource Planning practices and procedures, roles and responsibilities of key units in HRP processes in the organization. The staffing of the Department head office Accra, constitute the population for the study. A representative sample size was determined and selected from the population for the study. Both primary and secondary data were collected and analysed. Primary data were collected basically from the interviews with selected respondents. Secondary data were also collected from both published and unpublished reports of the department, books, and journals among other studies done on the subject matter. The study also used both qualitative and quantitative data for its analysis. The design used for this study is a descriptive survey, thus data was systematically collected at a point in time, analysed and presented to give a clear picture of Human Resource Planning practices in organization. A descriptive research was used in that it is basically designed to find out the existing situation of a particular phenomenon of concern. In other words, a descriptive research is the research which deals with the relationship among non-manipulated variables. In descriptive research, the events or conditions either already exist or have occurred and the researcher mainly selects the relevant variables for an analysis for their relationships (Best and James, 1993). This type of research is a systematic attempt to collect information from members of an identifiable population particularly, employees of the organization. The rationale for using the descriptive survey is that it helps in telling what the situation is in a systematic manner, it involves collection of accurate data for the purpose of determining the current nature of the subject of study thus impact of Human Resource Planning in organization; it also involves formulation and testing of research questions by describing the situation and using logical methods for inductive-deductive reasoning to arrive at generalizations. The descriptive survey follows specific procedures and makes possible interpretation of data collected. Here, research questions are raised and answered in a descriptive way. Any other person therefore can follow the same procedure and come out with the same results. The descriptive survey minimizes personality values; beliefs and predisposition of the researcher since there are laid down procedures to follow. The descriptive survey also provides the researcher with instruments which are easier for the collection of data for the study.

Process of Human Resource Planning: Human resource planning process deals with the activities involve in it. The Structure and explanation below gives an overview of what goes into the planning process. Michael Armstrong (2006) Business strategic plans defining future activity levels and initiatives demanding new skills. Resource strategy planning to achieve competitive advantage by developing intellectual capital-employing more capable people than rivals, ensuring that they develop organization specific knowledge and skills, and taking steps to become an „employer of choice“. Business Strategic Plans Resource Strategy forecasting Human resource plans Retention Flexibility Scenario planning Labour turnover analysis. Work environment analysis Resourcing Productivity Work environment Operational effectiveness analysis Scenario planning - assessing in broad terms

where the organization is going in its environment and the implications for human resource requirements. Demand/ Supply forecasting - estimating the future demand for people (number and skills), and assessing the number of people likely to be available from within and outside the organization. Labour turnover analysis analyzing actual labour turnover figures and trends as an input to supply forecasts.

The Organizational context of Human Resource Planning: Michael (2006) has shown that “the human resource takes place within the context of the organization. The extent to which it is used, and the approach adopted, will be contingent on the extent to which management recognizes that success depends on forecasting future people requirement and implementing plan to satisfy those requirement. The approach will also be affected by the degree to which it is possible to make accurate forecasts. Organizations operating in turbulent environments in future activity levels are difficult to predict may rely on ad hoc and short term measure to recruit and keep people. However, even these businesses may benefit from those aspects of human resource planning that are concerned with policies for attracting and retaining key staff?..

Limitation of the Study: The scope of the study will be limited. The Department has the mandate for the centralized Human Resource Planning in the entire establishment, despite the fact that the Department has decentralized units at Regional and Metropolitan/Municipal/District levels across the country. It is anticipated that a couple of factors may limit the credibility for future use of this work and render it less appropriate in making general conclusions. The study focusing on only one public sector organization may not provide adequate and representative facts and empirical evidence applicable to all public sector organizations. The study may not cover all aspects and dimensions of Human Resource Planning and therefore, may not be able to provide comprehensive empirical facts and evidence of HRP in organizations. Using the head office of HR Department may leave vital HRP perspectives and other empirical facts and evidence from the Regional and Metropolitan/Municipal/District units of the Department.

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

Suggestions for Making HRP Effective: Some of the suggestions for making HR planning effective are as given below: Integration with Organizational Plans. Human resource planning must be balanced with organizational plans. It must be based on the organizational objectives and plans. This requires development of good communication channels between organization planners and the human resource planners. Period of the planning should be appropriate to the needs and circumstances of the enterprise in question. The size and structure of the enterprise as well as the anticipated changes must be taken into consideration. To be effective, the planning function should be properly organized. If possible within the human resource department. A separate cell or committee should be constituted to provide adequate focus and to coordinate planning work at various levels. Support of top Management. To be effective in the long run, manpower planning must have the full support of the top management. The support from top management is essential to ensure the necessary resources, cooperation and support for the success of the planning. Involvement of Operating Executives. Human resource planning is not a function of manpower planners only. To be effective, it requires active participation and coordinated efforts on the part of operating executives. Such participation will help to improve understanding of the process and thereby reduce resistance. Efficient and Reliable Information System. To facilitate human resource planning, an adequate database must be developed for human resources. Balanced Approach. The human resource experts should give equal importance to both quantitative and qualitative aspects of manpower. Instead of matching existing people with existing job, stress should be laid on filling future vacancies with right people. Promotion should also be considered carefully. Career planning and development, skill levels, morale, etc. should be given due importance by the planners.

Conclusion: For an organization to get the right number of people to do a particular task, human resource must be forecast. Forecasting require that an organization determines the number of future workers, with the specialized skills and ability needed over a period of time. Availability forecasting is to determine the number of needed employees the organization able to hire. Human resource planning is crucial in organizations in the sense that, it makes the organization aware of what course of action to take, and also to be proactive in recruiting and retaining employees. Through human resource planning organizations can determine, if there will be right supply of talent in order to increase their recruiting efforts and act quickly to secure skilled and talented employees. To better compete in the global market, organization will need to create and implement corporate strategies to promote itself as a “preferred employer” investing in progressive HR policies and programs with the goal of building a high-performing organization of engaged people, and fostering and creating a work environment where people want to work, not where they have to work. Human resource planning contribute to organization success in the sense that, it ensures that an organization

always have a concept of the job market and how it related to its failure. A organization that refuses to engage in human resource in order to be proactive may find itself with a number of unfilled positions. I will like to conclude that, human resource planning needs a continual process to help organizations to achieve its goals, though some jobs are still in demand during downturn, securing people with highly desirable skills will always be a challenge.

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