

Impact of Human Resource Planning & Development in Organization

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Abstract:

Human resource planning is one of the most important human resource practices in the organization. Human resource planning is help to organization for analysing current as well as future want of human resource. The purpose of this paper is to examine the impact of HRP to the organization by survey on human resource planning, therefore this paper recommends that organizations should continue to practice and maintain effective human resource planning as it impact in achieving the objectives of the organizations. The paper covers an insight into some key perspectives, on which HRP has been studied. The present work addresses in a clear and simple way, the management of human resources in service organizations where staff is relevant to the promotion. Human resource planning is also assisting improvement of people and employment so as to develop organizational efficiency and effectiveness.

Keywords: Human resource planning, Organization, Strategies, Employee, Promotion, HRP Practices.

1. Introduction:

HRP is the initial step in the HRM process. It is the procedure of examine and point out the need of human resources so that the organization can meet its goals. The focal point of HRP is to ensure that the organization has got the right number of human resources, with the right capabilities, at the right times, and in the right places. In HRP, an organization must contemplate the obtainable and allocation of people to jobs over long periods of time, not just the next month or even the next year. Additionally, as part of the examiner, HR scheme can include several approaches. The human resource department work include laying of persons, retraining persons , move employees from one job role to another job role in the organization.

John Gennard according to him Human Resource Planning as a strategy for the acquisition utilization, improvement and preservation of an organization's human resources.

Mary L. Tanke who explain that Human Resource Planning as implementation of strategies, plans and programs required to attract, motivate, develop, reward and retain best people to meet organizational goal and objective of enterprises.

We may conclude that: HRP is concerned with having the right people, with the right skills, in the right place and at the right time.

1.1 Merits of HRP:

HRP assist the management to anticipate personnel shortages and surpluses and grow ways to keep away from or correct HR problems before they become serious. HRP helps a proper forecasting of personnel requirements enables the organization to decide proper sources of recruitment. The organization can also embrace a proper selection practices depending upon the needs of the jobs. It's facilitates proper placement of the employees in the organization. Proper placement shows job satisfaction to the employees and increase employee efficiency. HRP also assists in the performance appraisal of the employees in the organization, as it assists in the identification of strengths and weaknesses of the employees in connection to their job. It is ensures right promotion of the employees in the organization by identifying the employees who merit higher position, power and pay with identifies the training needs of the personnel. It is also helps in solving the condition of excess personnel in one department and shortage of personnel in the other by effecting transfers at the right time. It is act taking into deliberation, the long range plans of the organization. The plans are made known to the people of the organization, which in turn assist the employees to plan for their careers, once they come to know the qualifications and qualities which the organization need of them to execute the long range

plans. HRP keep away from surplus or shortage of personnel in the organization. It is concerned not only with the identification of the personnel in terms of quality and quantity, but also with the improvement and motivation of the human resources by assigning to them the jobs that are equivalent with their qualifications and skill set.

1.2 Demerits of HRP:

HRP, while being of immense benefit, also has got its drawbacks, including the time required and the difficulty in achieving accuracy and the correct focus.

2. Review of Prior Work:

Kidder (1969) - The author studied HRP for engineering firms in the context of India. He expresses that, other than government interventions, the organizations should invest in secondary school level education especially in elementary science & technology and less on costly separate technical schooling. One of the important findings of the study was that, low relationship was evident between employer's, behaviour in formal HRM process and his market perception about the human resource.

Cummings (1970) - discusses, the strength and weaknesses of the five approaches to estimation of workforce which includes: extrapolation (past trends), employer estimates (asking employer or representatives), gross analogy (historical or international comparisons), multiplier approach (relationship between independent element like Industry/ Sector output to occupational element) and comprehensive sectoral approach (an elaborated version of multiplier approach). The author also mentions manpower planning as an instrument for predicting skills set and education required on the basis of given economic forecast.

Gillespie, Leininger & Kahalas (1976) - used Markov model for certified public accounting firm which presented a discounted economic valuation of the staff.

Ghosh (1981) - defined two broad categories of methods for measuring HR planning, the one being systematic methods which include statistical methods, work study and quantitative methods; whereas, the other being the non-systematic methods which include the opinion of managers or head of the departments and imitation of existing practices in similar concern.

Edwards (1983) - Who explained that the study relevant to manpower planning rest on three pillars. The first pillar is the prediction of future demand of human resource; the second pillar is the prediction of future supply in the human resource; and, the third pillar is about closing the gap between the first and the second pillar and making policies for that. For demand, prediction author highlights the models based on organization output and for supply prediction stock and flow concept. The different models used for manpower planning especially in the UK were Markov Chain Model, Renewal Model, KENT Model, WASP, PROSPECT, FORMASY, CAMPLAN and MANSIM. The author also put weight on the scope available for further development of models.

Castley (1996) - He argued that a policy focused approach to manpower planning should be implemented rather than the traditional measures used for manpower planning in which the HR analyst plays the most important role as he sits in the centre of whole policy making process from its inception to close.

Khoong (1996) - Who provided an analysis of the interactions between different perspectives (manpower requirement forecasting, career progression planning, staff movement planning, personnel assignments, posting projections, succession planning and a combined variable taken as recruitment, retention, staff promotion, posting, training) of manpower planning. From the few literature above it is very much evident that the term 'manpower planning' was more frequently used in comparison to the term HRP.

Doving & Nordhaug (2010) - Worked on the structure which works for HRP. Formal HRM strategies and analyzing KSA's development needs as found by them were the two key variables which are the drives of firm's HRP practices. Results indicate that resources which included size, HRM department and corporate affiliation and to some degree cost benefit considerations are the main determinants of these human resource planning arrangements.

Eldridge (1998) - According to him, HRP is about igniting an organization learning process and is also about a generation of information which is relevant to management decision making in staffing based actives.

3. Objective of Research:

The purpose of human resource planning is to forecast organisational needs for employees taking into account supply of people to meet staffing requirements; that is, identifying the gap between what is needed and what is available. Human resource planning in any organization will largely depend on its context. Human resources based on an established relationship between an organization's employment level and some measurable factors of output such as motivation, and compensation to ensure that future human resource requirements that are properly met. HRP requires detailed analysis of the present and the future to ensure that the organization has the right number of people available who possess the right kinds of skills to perform the jobs required by the organization when the work is needed. The Human Resource Planning practices and procedures within organization are functioning effectively.

4. Research Methodology:

It is based on primary data. Primary data is collected from Google form. A structures question will be used to collect data. The target audiences are 110 respondents which will be basically Email contact audience. Secondary data will be collected from various national & international case study & research journals related to role of Human resource planning in organization. Statistical tools used will be like percentage, analysis, graphs etc. elementary statistical tools are used & graphical presentation for better understanding.

5. Data Analysis and Discussion of Results:

Satisfaction with the human resource planning practices in organization

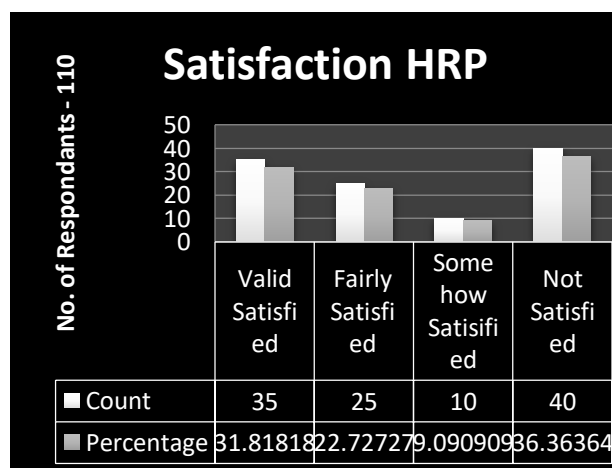


Figure – 5.1

From the Figure 5.1- 31.81 % said they are satisfied because there has not been any major challenges in the planning and implementation of the objective over the years; 22.72% said they are fairly satisfied because at least promotions and training processes are properly managed; 9.09% said somehow satisfied because human resource division was recently set up in their organization, 36.36% said they are not satisfied because enough motivation and measures to check staff with poor attitude to work. This means that majority of Organization Staff are not satisfied with their human resource department.

Time Duration HRP Practices in organization

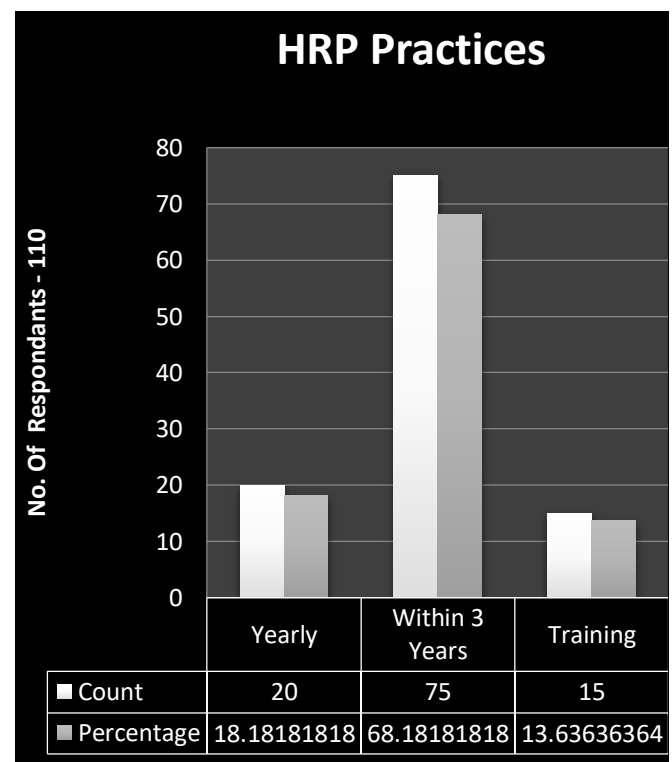


Figure – 5.2

From the above Figure 5.2 - Respondents were asked how are these practices carried out in their organization, 20% confirm that HRP Practices is done yearly, 75% said it's done within three years and 15% said it's done through training. 75% said within three years because the job requires effective communication which can easily be unearthed through HRP.

Effect of human resource planning in organization

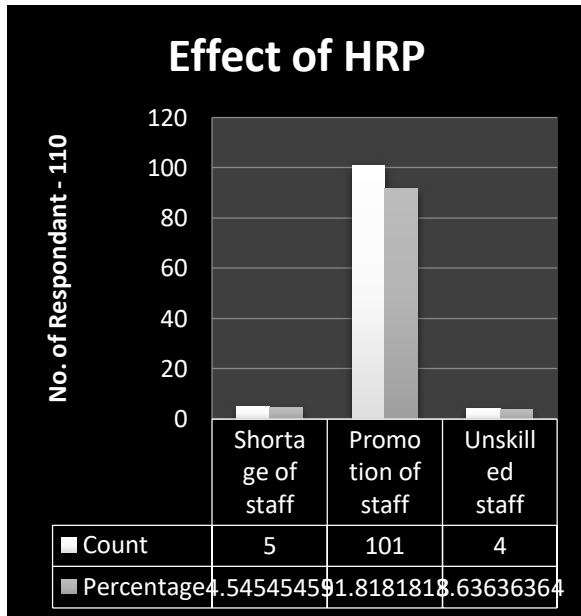


Figure - 5.3

Out of the 110 respondents, to the effect of human resource planning in the organization, 4.54% of the respondents said the effects is shortage of staff; 91.81% said the outcome is constant promotion; and unskilled staff represent 3.63% This implies that majority of Organization Staff thought that Regular promotion is the main benefit of human resource planning in Organization. The reason is that in Organization, Human resource Planning is done mainly for promotion purposes

6. Conclusion:

Based on the information of various research papers and above Google Form survey it can be concluded that the Employee do know about Human Resource Planning in organization. As far as People are concerned, they are not really satisfied with Human resource planning to their organization because of poor attitude toward the work in the organization. Human Resource Planning is a vital tool to Promote Person, to safeguard their future and for the overall development of an individual. Therefore the study like this show a lot of further scope for research which can be carried out, may be by researchers which would help Human Resource Planning to all the organization regularly.

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