

Planning, Process, And Development of Human Resources

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ABSTRACT

Best practice firms use planning procedures to determine not only what will be completed in a specific time period but also the amount and type of human resources that will be necessary to meet the specified business goals. No of the size of the company, the human resources department is essential for its workers. From payroll to employing a new employee, everything is handled by this support system. This system's expanded component, human resource planning, is utilized to shape and accomplish corporate objectives. Human resource planning creates methods for aligning the size and capabilities of the workforce to organizational needs, whereas a standard human resource job functions as an administrative control function. To put it another way, the planning system specifically hires, develops, and reorganizes the individuals required to satisfy organizational goals and any changes to the external environment. To get ready for the planning process, it's critical to finish three primary tasks. Forecasting labor demand, conducting a supply analysis, and balancing supply and demand factors are some of these duties.

Keywords: Human resources, management and planning, human resource processes, developing and training, and key factors of HRM

INTRODUCTION

The organization is where a certain group of individuals carry out a variety of tasks in a coordinated manner and in line with a specific hierarchical structure in order to accomplish goals (Zakirova and Gimadiev, 2019). A variety of resources are employed in a business in an ordered and structured manner to accomplish results. The development of the company's organizational structure necessitates determining the tasks that must be produced to produce the product or service offered and correctly coordinating them to reach the intended outcome (Bagheri, 2016). To guarantee that the organization operates well, this coordination entails developing relationships amongst the various parties. These factors need to be taken into account when designing the organizational structure:

1. Complexity

The number of hierarchical levels, the extent of the division of labor, and the geographic dispersion of the business are all examples of organizational complexity.

2. Normalization

The quantity of internal policies, regulations, and procedures in a company is referred to as standardization. The actions carried out within the firm that, when coordinated, enable the achievement of the company's goals are referred to as its functions. Naturally, these duties will vary on your company's size and area of operation. Following is a description of the key

business-related areas; These roles will be filled, in whole or in part, by one or more persons, depending on their size and how the firm is formed.

3. Directions

The management function is in charge of organizing the organization's technical, human, financial, and material resources in order to direct them toward the accomplishment of the suggested goals. The planning, organizing, coordinating, and controlling processes are all included in the management role (Shah, 2018).

4. Financial

It is in charge of obtaining and controlling the funds required for the business's functioning and for making investments.

5. Production and supply

It is in charge of the procurement of raw materials, their processing into finished goods, and occasionally even their storage (Oke and Kefas, 2019). It includes the collection of tasks designed to produce and design the goods or services that the business provides to the market.

6. Administrative

controls the company's support operations and carries out the tasks required to keep it running (administrative, accounting, and legal).

7. Commercial

It determines the market's needs and employs the best strategies and tactics to market the good or service.

8. Human Resources

Both from an administrative perspective (hiring, payroll, and collective agreements) and from a development perspective (training, performance evaluation, career planning, and training), it deals with the procedures pertaining to the personnel who work for the business (Purkey and Stevenson, 2018).

9. Centralization / decentralization

The location of decision-making authority is referred to in this dimension. Management establishes the fundamental areas of the firm and the various functions that must be created in it in order to fulfill its goals in an ordered and coordinated manner (Ali, 2019).



Figure 1: Areas of Organizations

Resource management for people Human resource management has a very broad and interdisciplinary scope. According to Ahmad (2019), the instructions for carrying out choices made by the company's highest-ranking organs are designed and established by the human resources department. In this way, organizational objectives—which, in order to be established, the business must also have the conditions produced from the team of workers depend on human resource objectives (Fahed-Sreih, 2018). 1.2 Important Factors Affecting Human Capital Development According to one theory, human resources are a person's set of competencies, knowledge, skills, experience, and connections that they acquire via their education and work (Oke, 2016). Given the significance of economic growth for human well-being, economists have invested a lot of time and effort in explaining it. Those that are inspired focus on the demand side and the implications of scale during the 1960s and 1970s, looking for proactive regional public expenditure strategies to assist the regions with slower growth where the effective demand was inadequate. In the 1980s, economists began to become more interested in long-term growth rather than the economic cycle. One reason was that the trend was more significant than the cycle, and another was that the old Solow neoclassical model's projections were becoming increasingly unsatisfactory (1957). This model's fundamental premise is that an aggregate production function with constant returns to scale can roughly represent the relationship between the inventories of productive elements and the national product (Samwel, 2018). the importance of HR departments.

LITERATURE REVIEW

Shoeb Ahmad (2019) Planning for human resources as a whole include determining the development effort, developing forward-looking strategies, and making judgments on what must be done to fulfill the purpose. Planning for human resources is regarded as one of the expanding topics in educational research. Organizations value and depend on their human resources since they are essential to achieving better organizational performance. Human resource planning is necessary for the workplace to be productive and efficient (HRP). Omoankhanlen (2013) defined effectiveness as the degree to which the establishment is successful in achieving plan, task, and imagination. Effectiveness measures how easily a workplace manages its resources. The research initially examines the texts that deal with human resource planning before focusing on how it affects organizational performance. The study further investigates whether there is a connection between successful and effective planning and organizational performance that affects employees' performance in a company.

Benedicta Clemency Adzo Akey (2017) It is widely acknowledged that any firm can only succeed if its workforce and management team are both talented. An organization that uses cutting-edge technology and has a variety of physical resources may not experience financial hardship if it has competent staff to manage pressing matters. The value of human resources has not diminished in the age of globalization and technological advancement. Human resource management consistently contributes to organization by increasing any organization's productivity and encouraging individual career development. In this essay, we examine the idea of human resource planning and how it affects the growth and development of employees. With examples, the developing practice of talent management is also examined in order to adapt new technology for the benefit of the firm.

Jawad Al-Frijawy (2019) This essay intends to investigate how the organizational performance of the Iraqi oil corporations is affected by the planning, training, and development of human resources. The planning, training, and development of HR were affected by a number of factors. 100 participants were surveyed from the study population, which was made up of employees from the Ministry of Oil's Human Resources Department. The researcher created and distributed a survey and used EXCEL to gather and analyze data in order to meet the study's goals. Meta-statistics and correlation analysis were used to conduct the overall analysis. The findings demonstrated that organizational success in the Ministry of Oil is highly correlated with human resource management, training, and development planning. The paper included suggestions for enhancing the oil ministry of Iraq's human resources.

Mohamed Mostafa Ali Albaz (2019) By maximizing value added, fostering innovation and knowledge, and improving the quality of services offered, the research's major goal is to attain a sustained competitive advantage in the Egyptian tourist industry both locally and internationally. Relevance in practice: In light of the sustainable development strategy, the state aims to embrace the human resource planning of Egyptian tourism businesses in order to create a long-term competitive advantage. Originality/value: To create a sustained competitive edge, businesses should implement human resources planning. This study examines the foundation for giving tourism businesses a competitive edge. Findings: For tourism businesses that attain sustainable competitive advantage, the aspects of human resources planning play a critical role in boosting the rates of innovation, development, and value added.

Rahil Asadi (2019) One of the main concerns of today's economics and management researchers is the development of human resources. The present study develops under three components: education, life expectancy, and gross domestic product per capita. It starts with the fundamental ideas of human resources - definition, patterns of development, and related indicators. Figures that support our march in line with ranking data for the UN Human Development Index (HDI) and the globalization index, computed using the statistical software STATGRAF. In order to demonstrate the strong association between the Globalization Index and Human Resource Development, we employed the Spearman correlation coefficient and correlated the intensity between the two variables ($R=76\%$). The advancements in the human resources industry may be more successful if these conclusions are taken into account.

Strategic HRP:

The overall purpose of strategic HR planning is to:

- Make sure your business has enough human resources to accomplish its operational and strategic plans, including the right individuals with the right talents at the right time.
- Stay abreast of social, economic, legal, and technological developments that have an impact on the human resources in your community and your industry.
- Remain adaptable so that your company can handle change if the future turns out to be different from what you had anticipated. After examining the organization's current human resources, the external labor market, and the future HR environment that the organization will be operating in, strategic HR planning forecasts the firm's future HR management requirements. Operational planning differs from strategic planning in that the latter involves the analysis of HR management problems that are external to the company and the creation of future-oriented scenarios.

FEATURES OF HUMAN RESOURCE PLANNING:

The following characteristics of human resource planning can be determined from the analysis of several definitions:

- 1. Well Defined Objectives:** The objectives of human resource planning may be derived from the aims and objectives of the organization's operating and strategic planning. The needs for human resources are planned based on the objectives of the firm. Additionally, human resource planning has its own goals, such as improving human resources, upgrading technical knowledge, career planning for certain executives and employees, assuring improved employee commitment, etc.
- 2. Determining Human Resource Needs:** The enterprise's human resource demands must be taken into account in the human resource plan. To ensure that the people are available when needed, the thinking will need to be done in advance. An organization will need to carry out hiring, selecting, and training procedures for this purpose.
- 3. Keeping Manpower Inventory:** It offers a list of the organization's current workforce. The executive needs to be aware of the people who will soon be accessible to him for taking on more responsibility.
- 4. Adjusting Demand and Supply:**

Since there will be appropriate candidates accessible in the future, manpower demands must be prepared well in advance. If there won't be enough people available in the future, measures should be made. made to begin the hiring process much in advance. It is important to plan ahead for both the demand and supply of workers. manpower necessary to accomplish organizational operations. HR planning is a continuous process that begins with identifying HR objectives, continues with an analysis of the available human resources, and concludes with an evaluation of HR planning. The key steps in human resource planning are as follows:

5. Assessing Human Resources

The first step in evaluating HR is doing an environmental study, which examines both the internal (objectives, resources, and structure) and external (PEST) factors to determine the amount of HR inventory that is now in place. It will be simpler for the HR manager to identify the internal strengths and weaknesses of the organization, as well as opportunities and threats, after analyzing both external and internal forces at play in the company. Additionally, it contains

a thorough job analysis as well as an inventory of the people and talents that are already on hand within the firm.

6. Creating Proper Work Environment:

The creation of working conditions is another aspect of human resource planning in addition to estimating and hiring individuals. Employees should enjoy working for the company and have a satisfactory level of job satisfaction.

HUMAN RESOURCE PLANNING PROCESS OR STEPS OF HR PLANNING

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2. Demand Forecasting

The practice of calculating an organization's demand for and supply of human resources is known as HR forecasting. Demand forecasting is the process of predicting the amount and quality of future HR requirements. In order to attain the targeted level of productivity, it is done to satisfy the organization's future people requirements. The organization's existing human resource status and a review of organizational plans and procedures can be used to anticipate future human resource needs. For each important level and kind, a year-by-year analysis will be required.

3. Supply Forecasting

Supply is a different aspect of human resource evaluation. Given an examination of the organization's existing and prospective human resource availability, it is concerned with estimating the supply of labor. It makes an estimate of the potential future sources of HR that could be found both inside and outside the company. While external sources include hiring new applicants who are capable of functioning well in the firm, internal sources include promotions, transfers, job expansions, and enrichment.

4. Matching Demand and Supply

It is a new stage in the human resource planning process. It aims to estimate future demand and supply for human resources. The matching process entails bringing supply and demand into balance in order to address personnel issues and shortages. When there are staffing gaps, a company must hire more people than necessary. On the other hand, if there is an overstaffing situation, the level of employment must be reduced. Therefore, it may be said that this matching procedure provides information about the needs and sources of HR.

5. Action Plan

The final stage of human resource planning, where excess and shortfalls of human resources are discussed. Its provisions call for the designation of various HR actions to carry out the HR plan. The primary actions needed to carry out the HR plan include hiring, selecting, placing, training and development, socializing, etc. The control and evaluation of HR performance is then performed as a final stage to ensure that the HR planning is in line with the HR objectives and rules. This action plan has to be revised as time and the environment change.

The objectives of human resource planning:

Forecasting the demands for human resources in an organization requires the use of human resource planning (HRP). It is quite challenging to give the correct kind of personnel at the right time without this plan.

1. **Effective Change Management:** To deal with changes in the various aspects that have an impact on the company, proper planning is necessary. Continued reallocation, allocation, and effective HR use across the organization are required due to these changes.
2. **Achieving Organizational Goals:** Planning for organizational HR is crucial to achieving growth and other organizational activities.
3. **Employee Promotion:** HRP provides feedback in the form of employee information that may be utilized to inform decisions on opportunities for employee advancement within the company.
4. **Effective HR Utilization:** The data base will include information that is helpful in recognizing human resource surpluses and shortages.

NEEDS OF HRP

Employment-Unemployment Situation: Although there is a severe lack of a wide range of abilities, educated unemployment is rising overall. This emphasis is on the requirement for more efficient hiring and employee retention.

Technological Change: Numerous and quick changes have been made to production technologies, marketing strategies, and management strategies. Their impact on job contexts and content has been significant. Problems with redundancies, retention, and redeployment result from these changes. All of these point to the necessity of carefully and methodically estimating workforce requirements.

Organizational Change: The nature and pace of changes in organizational environments, activities, and structures affect labor requirements and necessitate strategic considerations in the turbulent environment typified by cyclical fluctuations and discontinuities.

Demographic Change: HRP is affected by the shifting demographics of the workforce in terms of age, sex, literacy, technical skills, and social background.

Skill Shortage: The presence of unemployment does not indicate a buyer's market in the labor market. As organizations grow increasingly complicated, a wide range of specialized abilities that are rare and scarce are required. When such employees go, issues develop.

Governmental Influences: Government oversight and modifications to the law governing affirmative action for disadvantaged groups, working conditions and hours, limitations on women's employment, and child labor laws.



Figure 2: Human Resource Planning Process



Figure 3: Business Model of HRP in Bank of Baroda

The Bank of Baroda's Strategic HR Business Model integrates its HR Mission and Philosophy and is targeted at achieving long-term organizational goals.

The fundamental link in the model is formed by very strong organizational leadership at all levels. which are

- Strategic Leadership - Corporate level
- Business Leadership - Zonal & Regional level
- Operational Leadership - Business unit level i.e. branch

The two essential human resource component systems, namely The highly important Performance Environment within the Bank is shaped by the HR Planning & Management Sub-System and the Competency Based HRD Sub-System, which supports the development of people's enabling competencies. People build a positive attitude and the right mindset with the right developmental stimuli. People in the organization are enabled to produce their best work through appropriate communication channels and an organizational culture that values autonomy, sharing, openness, collaboration, and conflict (performance). The Model is adequately supported by an appropriate learning platform that fosters learning among people (functional, behavioral, etc.) and imparts appropriate knowledge, allowing people to become more competent and have their potential properly realized for increased individual and organizational effectiveness.

This fosters appropriate worker motivation,

which ultimately makes it easier to achieve your goals.

CONCLUSION:

In this unit, we learned that one strategy for enhancing and improving work performance is human resources planning, which accomplishes this by eliminating shortcomings and preventing them from occurring. Planning for human resources includes analyzing skill levels, present and future job openings, and providing strategies for filling those openings through hiring, developing, and training new employees. The difficult task of human resources requires aligning current organizational needs with the availability of qualified personnel. This absolutely demands that human resources be concentrated on fulfilling organizational requirements. In the unit, we discovered that human resource planning enables an organization to utilize talent effectively, assisting in the integration of both individual and corporate goals. We also looked at some definitions, including one that describes human resources as the process of determining an organization's human resource needs in light of organizational goals and changing circumstances, as well as developing plans to guarantee the employment of a skilled, reliable workforce. We examined the necessity of focus in human resource planning before taking into account the process flow diagram.

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