

## **A RESEARCH PAPER ON HUMAN RESOURCES PLANNING, PRACTICE AND EMERGENT IN THE BUSINESS WORLD**

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#### **Abstract**

The current work addresses in an apparent and straightforward way, the management of human resources in service organizations where employees is relevant to the achievement of policies, goals and objectives. They provide the creative and productive spark and are essential for organizational success. The paper is related to career development and the stages of a career program. It reflects on the evolution of the individual's work over time, emphasizing the stages: exploration (attempt of new roles), establishment, maintenance and descent, demarcating activities by stages of development, their relationship with the chronological age of the individual and the relative level of participation and influence, associated with each stage.

**Keywords:** Human Resources, Management and Planning, Human Resource Processes, Developing and Training, and Key Factors of HRM.

## **1. INTRODUCTION**

The Resource planning is an evolving process as it is a part of Human Resource management; it is an evolution from scientific management developed in the late 19th century by Frederick Winslow Taylor and the System Theory by Niklas Luhmann. Human resource planning (HRP) is a strategy used by a company to maintain a steady stream of skilled employees while avoiding employee shortages or surpluses. Human resource planning is a technique company uses to balance its flow of employees and prevent situations such as team member shortages or surpluses.

In a company, a series of resources (human and material) are used in an organized and structured way to achieve results (produces goods or provides services). Corporate Leaders often says Employees are their Valuable assests. In fact, employees are so valuable assests that over 23% business fail because they don't have the right team. That's why investing in Human resource planning is one of the most important decisions a company can make. It's also why 80% companies do HRP on regular basis.

## **1.1 Complexity**

The most difficult part of HR planning is forecasting future manpower needs. This can be difficult because it requires a company to make assumptions about the future and account for potential changes in the market.

## **1.2 Normalization**

Standardization refers to the number of internal rules, rules and procedures in an organization. The functions of the company are those activities that take place in it and that, acting in a coordinated manner, allow the company's objectives to be achieved. Obviously, these functions will depend on your area of activity (for example, a service company will not have a production area) and its size. The main areas common to companies are described below; Depending on their size and the way in which the company is structured, these functions will be assumed, in whole or in part, by one or several people.

## **1.3 Directions**

The management function is responsible for coordinating the technical, human, financial and material resources of the company in order to focus them towards the achievement of the proposed objectives. The management function encompasses the tasks of planning, organization, coordination and control (Shah, 2018).

## **1.4 Financial**

It is responsible for obtaining and managing the financial resources necessary for the operation of the company and for making investments.

## **1.5 Production and supply**

It is responsible for the supply of raw materials and the process of their transformation into final products, sometimes including their storage (Oke and Kefas, 2019). It covers the set of activities that are developed to create and design the products or services that the company offers in the market.

## **1.6 Administrative**

Performs the necessary procedures for the operation of the company and manages its support processes (administrative, accounting, and legal).

## **1.7 Commercial**

It detects the needs of the market and implements the most appropriate policies and practices to sell the product or service.

## **1.8 Human Resources**

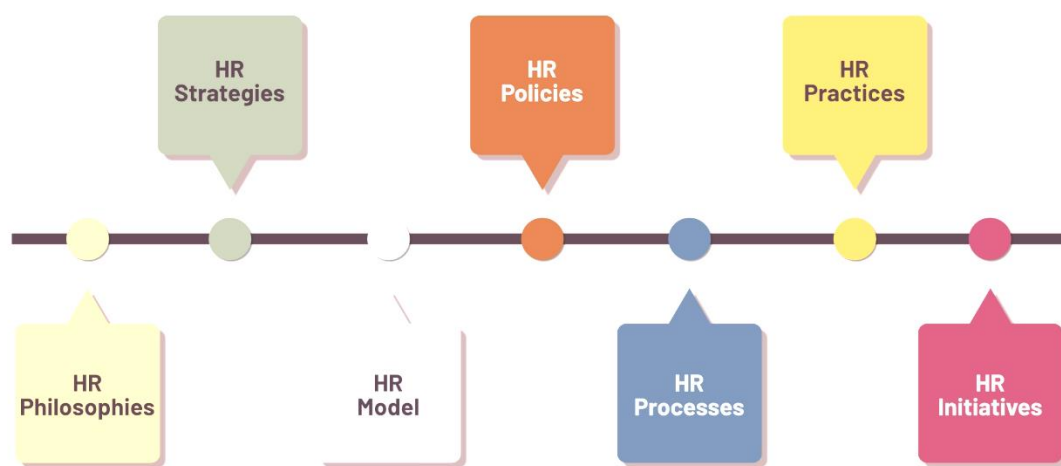
The collective group of people who work for a business, or for an organization is known as its human resources. A more precise term for this is "human capital," which refers to a person's knowledge and abilities. Labor, staff, companions, and individuals themselves are examples of related notions. According to Gray **Dessler** "The policies and practices one needs to carry out

the people or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising”.

### 1.9 Centralization / decentralization

This dimension refers to the place where the authority to make decisions resides. The basic areas of the company are established by management, defining the different functions that must be developed in it to achieve its objectives in an organized and coordinated manner (Ali, 2019).

## 2. THE MANAGEMENT OF HUMAN RESOURCES



**Fig 1: The Management of Human Resources Cycle**

Management of Human Resources Key factors to keep in mind are:

### 2.1 Control of emotions

It is important to know how to face the scope of human resources is very broad and transversal. According to Ahmad (2019), the decisions of the highest organs of the company always affect the employees, it is from human resources that the guidelines for carrying them out are planned and established. In this sense, the objectives of the human resources depend on organizational objectives (although to establish these, the company must also have the conditions derived from the team of workers) (Fahed-Sreih, 2018).

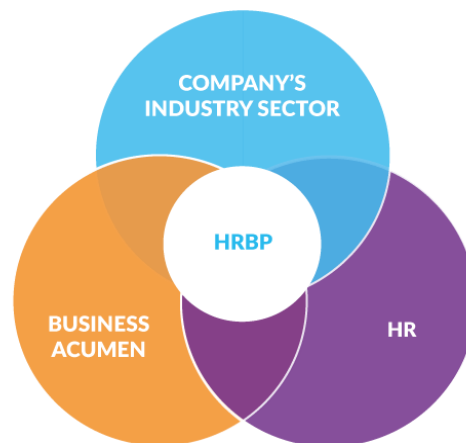
### 2.2 Key Determinants in the Development of Human Capital

Human resources were theorized as the set of competencies, knowledge, skills, experience and connections that individuals obtain through education and experience (Oke, 2016). Economists have devoted considerable energy to explaining economic growth, given its importance for human well-being. Those of inspiration, focus their attention during the sixties and seventies on the demand side and the effects of scale, seeking active regional public spending policies to help the regions of less growth where the effective demand was deficient. The last eighties saw how the interest of economists shifted from the economic cycle to long-term growth.

## Factors that value HR departments

All kinds of situations without losing your temper or letting them influence excessively.

- **Integration into the Company:** Another important factor is knowing how to respect the structure of the organization.
- **Strategy Development:** A good employee should be able to develop the proposed strategies, both their own and organizational.
- **Group Acceptance:** Knowing how to work in a team and create a good work environment is essential for companies to consider it employable.
- **Business Culture:** For you to be considered employable, it is important that you know and accept the business culture of the company where you work or intend to do so.
- **Ability to Listen:** It is important to know how to listen, accept and internalize concepts.
- **Respect Schedule:** An employable person must be punctual and respect the schedules.
- **Responsibility:** For a human resources department to consider it employable, you need to know how to accept and face responsibilities.
- **Good Executor:** Whenever you are assigned tasks, you must be careful and execute them correctly.
- **Personal Care:** Another employability factor for a company is personal care, both mental and physical and hygiene.
- **Limitations:** Obviously, you must accept the limitations imposed by the company.
- **Initiative:** Finally, showing initiative and personality is also highly valued by companies.



**Fig 2: Interdependence between Human Resources and Business Objectives**

### **3. HUMAN RESOURCE PLANNING, PROCESS AND DEVELOPING**

#### **3.1 The process of human resources management: an approach to expatriates**

Human resources management refers to the direction of human talent that makes up the organization. "It is the administrative function through which managers recruit, select, train and develop the members of the organization." According to Akey and Antwi (2017), the human resources management process comprises six basic activities.

#### **3.2 Human Resources Planning Process**

It is clear that the companies that carry out the management of human resources. Effective and efficient, they will have an information system that will allow to anticipate the changes that are going to take place, inside and outside the company, or to react quickly to those that have not been possible to anticipate.

The first task of the planning team will be to analyze the following points:

- a) The jobs: since for the company to achieve its strategic objectives, there will be positions that will maintain its content, others that will modify it and a third group that, at one time or another, will disappear. Also, new positions will be created that, at present, do not exist in the company
- b) The quantitative template of the company: as a result of the changes that will occur in the workloads of the different positions and functional units of the organization
- c) The qualitative template: because of the modifications that will be produced in the profiles of requirements of the positions, as a result of the evolution of the company
- d) The organizational structure of the company: so that it can achieve its strategic objectives within the established deadlines and at what times it will be necessary to introduce these changes

#### **3.3 Recruitment**

Recruitment is an activity of searching candidates and encouraging them apply for it. Inviting more and more candidates to apply for the vacant post. Its objective is to attract applicants who meet certain employment criteria. Before selecting a candidate, a Human Resource recruiter follow the process.

- Identifying the needs of Manpower
- Write a Captivating Job Description
- Developing a talent pipeline
- Candidate Screening
- Interviewing the most qualified candidates.

### **3.4 Selection Process**

Selection refers to the process of selecting best candidates who has the right qualification and experience as per the requirement for the vacant position and offering them job. Picking up the most suitable candidate who meets the requirement of candidature and reject the rest.

### **3.5 Remuneration of Employees and benefits of the Administration**

The EBSA process consists of deciding upon wages and salaries, incentives, additional benefits and bonuses. The money is prime motivator in any job and therefore the importance of this process. The employees they perform seek raise or increases, better salaries and bonuses.

### **3.6 ON Boarding**

On Boarding process are not only educate, train but also to embed the company or organization culture into a new hire so that they understand their role in organization. A good On Boarding experience shows employees that their workplace will be supportive as well as one that encourages professional development. In other words, On Boarding Process is a process which introduces organization Vision, Goals, Culture & Strategies.

### **3.7 Leadership and negotiation skills.**

Effective Leaders understand the interest of those they lead and find the ways to satisfying both parties. In Leadership and negotiation skills must have ability to listen patiently, must have ability to ask questions & queries fearlessly, must have deep expertise in company policies and about business, must have strong operational skills.

### **3.8 Training and Development**

Training and Development in Human Resource Management is defined as a system used by an organization to improve the skills and performance of the employees. To understand training and development a bit better, let's go back in time and look at it through a historical lens. It all started during the World War II period in the United States.

All of a sudden, the need for skilled workers started growing. It was at this time that the U.S. labor movement was established. This movement largely contributed to the rise of employee training and development. To understand training and development a bit better, let's go back in time and look at it through a historical lens.

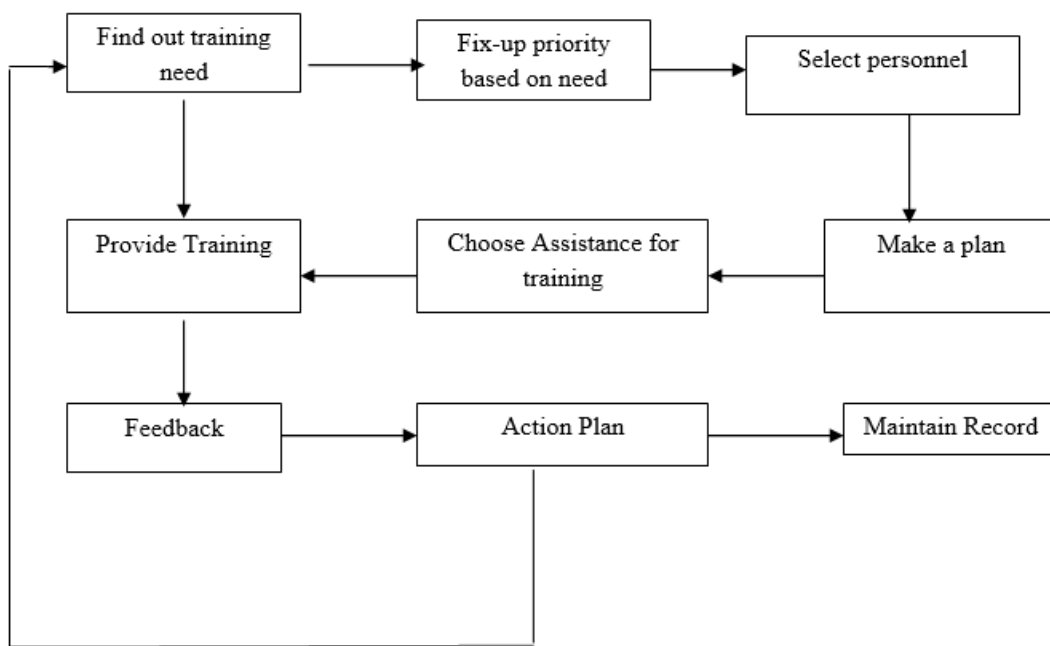
It all started during the World War II period in the United States. All of a sudden, the need for skilled workers started growing. It was at this time that the U.S. labor movement was established. This movement largely contributed to the rise of employee training and development.

An organization that invests in its employees will most likely reap the rewards of improved financial performance. One significant statistic from the Association for Talent Development (ATD) proves this. Their research shows that the companies with higher employee training expenditures reported 218% more income per employee. They also experienced 24% higher profit margins.

Employee training and development isn't just for earnings growth, though. The purposes of training and development in HRM:

- Increase Productivity
- Improve Product or Service Quality
- Lessen employee turnover
- Decrease Cost

### Process and Methodology for Training and Development



**Fig: 3 Process and Methodology for Training and Development**

### 3.8 Performance Evaluation

The performance evaluation allows comparing the development of the person with the parameters stipulated for the position. It is not always easy to judge a worker's performance accurately. To reduce the problem of prejudice in evaluating the performance of expatriates, the qualification of the managers of the receiving country who have been in the same place as that of the expatriate can be given greater weight.

The process not only includes employees, but it can also be for a department, product, and service or customer service process; all towards improvement or adding value to them. Today there is an automated performance management system (PMS) that carries all the information to help managers assess employee performance and evaluate in this regard their training and development needs.

All of these are critical for employee retention other than money that is only a secondary factor. All processes are essential for the survival and success of human resources strategies and there is no single process that can work in isolation; there has to be a high level of conformity and the connection between them.

#### **4. OUTCOME AND RESULTS**

Planning for human resources does not fall into the trap of the deficit or the surplus box for the actual need, as we see that some departments suffer enormous pressure in the work as a result of the limited number of employees, which prevents them from achieving their goals, while we find other departments complaining about their surplus, in other words the concept of planning for the forces The worker involves the following:

- 1) Estimate the needs of the institution's workforce according to the disciplines and actual needs, and define ways to secure these needs to enable the organization to achieve its goals and implement its activities efficiently and effectively.
- 2) Planning requires forecasting the organization's labor needs and collecting and analyzing information.
- 3) The workforce planning should be within the framework of the comprehensive plan of the institution and an integral and integral part of it, taking into account the circumstances and financial capabilities of the institution.
- 4) The planning process is an ongoing process that does not stop at a limit, as it takes changes in the work environment from economic, social and technical variables.
- 5) The workforce plan should be comprehensive and flexible in order to take into account the dynamic requirements in meeting the changing needs of other departments and departments operating in the institution, which may appear suddenly, or according to the approved plan, which may require expansion or contraction according to changing circumstances.

#### **5. FUTURE SCOPE AND CONCLUSION**

In the area of human resources, personnel planning are the process of making the consistency and quality of human resources consistent with the corporate mission. Reflection on the real business needs in the personnel sector constitutes the "soul" for the establishment of personnel planning. The human resource management system is the main tool through which companies try to align the organization and people with business strategies. So "predicting and providing" become the keywords to successfully face this process. Human resource planning is of great importance to allow us to react in time to the changing needs of each company market, keeping the company competitive, healthy and easier to manage.

Training and work provide people with a means of subsistence, the skills of workers facilitate productivity and innovation in companies. The Global Human Capital Index presented in the Global Human Capital Report of the World Economic Forum aims to provide a holistic



assessment both current and planned of the human capital of a country in its entire population. It allows effective comparisons between regions, generations and groups according to income.

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