

Review on HR Strategy and the Need for HR Development

Prof. Namita Parab and Sangale Aditya Sitaram

Jai Bharat College of Commerce (Night), Mumbai, Maharashtra, India

Abstract: *The current study focuses on the management of human resources in service firms where personnel is crucial to the clear and understandable achievement of policies, goals, and objectives. They are essential for an organization's growth because they spark the spark of creativity and productivity. The study also discusses professional advancement and the stages of a career programme. It explores the stages of exploration (trying out various roles), establishment, maintenance, and descent to show how an individual's work has evolved through time. Additionally, it looks at how a person's actions correspond to their chronological age as well as the relative degree of impact and involvement that is connected to each stage.*

Keywords: Human resources, planning and development, human resource procedures, planning and training

I. INTRODUCTION

According to Zakirova and Gimadiev (2019), the organisation is where a certain group of people carry out a variety of duties in a coordinated manner and in accordance with a particular hierarchical structure in order to achieve goals. A business uses a variety of resources—both human and material—in an organised and structured way to achieve goals (make things or offer services). Determining the tasks that must be completed to generate the product or service offered and properly coordinating them are necessary for the development of the company's organisational structure (Bagheri, 2016). This coordination requires building relationships between the various partners in order to ensure the smooth operation of the organisation.

For good HR management, the following factors must be taken into account:

Complication

Organisational complexity can be measured by the number of hierarchical levels, the degree of the division of labour, and the geographic spread of the business.

Stabilization

Standardisation refers to the quantity of internal policies, rules, and procedures of a business.

Functions are the operations performed within the corporation that, when coordinated, enable the accomplishment of the company's goals. Naturally, these responsibilities will change depending on the size and region of your business (a service business, for example, won't have a production area). The important business-related fields are described here. Depending on their scale and how the company is set up, these duties will be carried out entirely or in part by one or more people.

Directions

The management function is in responsibility of allocating the technical, human, financial, and material resources of the organisation in a way that would enable them to be used to achieve the recommended goals. The management job encompasses all of the planning, organising, coordinating, and controlling processes (Shah, 2018).

Manufacturing and supply

It is responsible for acquiring raw materials, processing them into completed commodities, and on occasion, even storing them (Oke and Kefas, 2019). It consists of a group of duties intended to create and design the products or services that the company offers to the market.

Managerial

controls the company's support operations and performs the administrative, accounting, and legal duties necessary to keep it going.

Profitable

The best techniques and tactics are used to promote the commodity or service after determining the needs of the market.

Resources persons

It deals with the processes relevant to the individuals who work for the organisation from both an administrative standpoint (hiring, payroll, and collective agreements) and from a development perspective (training, performance evaluation, career planning, and training) (Purkey and Stevenson, 2018).

Centralised versus decentralised

In this dimension, the centre of decision-making authority is referred to. In order to achieve its objectives in an organised and coordinated manner, management establishes the key regions of the company and the many functions that must be formed in it (Ali, 2019).

Resource management for people

The field of human resource management is quite interdisciplinary and vast. Ahmad (2019) claims that the human resources department creates and establishes the guidelines for implementing decisions made by the company's highest-ranking organs. Accordingly, organisational goals—which must be developed in order for the firm to have the circumstances produced by the team of employees—are dependent on human resource goals (Fahed-Sreih, 2018).

According to one perspective, a person's human resources are their collection of competences, knowledge, skills, experience, and connections that they accumulate via their schooling and employment (Oke, 2016). Economists have spent a lot of time and energy discussing economic growth because of its importance for human well-being. During the 1960s and 1970s, those who are motivated concentrate on the demand side and the effects of scale, searching for proactive regional public expenditure methods to aid the slower-growing regions where the effective demand was insufficient. Economists started showing less interest in the economic cycle and more on long-term growth in the 1980s.

The old Solow neoclassical model's projections were becoming more and more unreliable, which was one reason why the trend was more important than the cycle (1957). The main premise of this model is that the relationship between stocks of productive elements and the national output may be roughly represented by an aggregate production function with constant returns to scale (Samwel, 2018).

II. DEVELOPMENT OF THE HUMAN RESOURCE PLANNING PROCESS

It entails -

2.1 The human resources management process:

Human resources management is the control of the human capital that constitutes the company. Using this administrative role, managers recruit, pick, train, and develop the organization's employees. Akey and Antwi (2017) claim that the human resources management process consists of six basic steps.

2.2 Human Resource Planning

For this phase, a research is carried out that considers several factors, such as the current and future demands of individuals, possible openings, expansions, and mergers (Kovaevi and Mladenovi, 2018). In order to comprehend the total labour market and the needs that will arise in the medium and long terms, the external company must also be analysed. It's crucial to take into account the characteristics that contemporary corporate templates often exhibit while arranging human resources, which are typically divided into three levels:

1. Core (Fixed Workers), who give the company its services with practical adaptability.
2. Temporary employees, or the Peripheral Nucleus, provide the company with the numerical flexibility it needs to remain competitive.
3. The activities and responsibilities that are delegated to independent contractors or other companies constitute subcontracting (outsourcing), a third level of contracting that is more external and is becoming more significant.

The organisations in charge of managing human resources are obvious. They will be effective and efficient and have an information system that will allow them to anticipate changes that will occur both inside and outside the business or to quickly react to those that cannot be anticipated.

According to a poll by Armstrong (2020), 44% of multinational corporations believe that the number of expatriates is increasing and that this trend will probably continue in the future (Armstrong and Taylor, 2020). US multinational firms now hire foreign-born executive directors more frequently than in previous decades. Examples include PepsiCo, Coca-Cola, and Citigroup. Each of them has a foreign executive director, a position for which multinational firms search the entire world for the best qualified applicants. At the moment, companies don't really care where their CEOs come from; they just need the best resource available.

2.3 Employment

Its objective is to attract applicants who satisfy particular employment criteria.

Selection is the last step in the filtration process. Pick the candidates from the shortlist whose qualifications, experience, and potential most closely match the position in issue. Choose the ideal individual for the job during the hiring process. The procedures that concentrate on giving a workforce new abilities and talents are training and development.

Employee benefits and compensation: The process involves selecting remuneration, incentives, additional perks, and bonuses. They hire people who want promotions, more money, and bonuses.

2.4 Selection Procedure

The process won't be successful if the right applicants aren't selected for the position (Martinez-Vivar and Garca-Vida, 2016).

The organisation needs to construct the technical and personal profile of the perfect candidate in order to create a procedure that is as objective as feasible. Using the information provided by the study that has been done in this area, the scope of knowledge can be increased with a view to improving decision-making.

2.5 Education and Training

Through a process of study and ongoing learning, training aims to expand employees' knowledge and skills so they can build the capacities required to carry out their duties (Analoui, 2018). The training procedure can be seen as the company's investment in the professional development of its workers. As a result, it's imperative to stress that the Training Plan should be viewed as a useful tool that benefits both the business and the recipients of it—the employees. Since they provide training in the target country's language, 72% of respondents to "The 2005/2006 International Assignment Survey," which comprised more than 200 multinational businesses from a variety of industries, stated that they do (Al-Frijawy and Tonoju, 2019).

2.6 Evaluation of Performance

A person's development can be compared to the standards established for the position through the performance evaluation. It's not always easy to evaluate a worker's performance accurately. The evaluation of an expat's performance is a highly challenging undertaking. because it is necessary for local and parent office managers to share information about the expat's performance review (Tuan and Dung, 2020). It is challenging to evaluate such managers' performance objectively due to unintentional bias.

The two groups that commonly evaluate their success are the management of the receiving country and the managers of the country of origin (Asadi and Marin, 2019).

Giving more weight to the credentials of receiving country managers who have held positions comparable to those held by the expatriate may help reduce prejudice when evaluating the performance of expatriates.

Departments, products, services, and customer service procedures are other elements of the process, all of which have the aim of developing or upgrading them, making employees only one aspect of it. Using an automated performance management system (PMS), which has all the essential data, managers can now assess employee performance and evaluate their needs for training and development.

2.7 The Ascending, Transferring, Declining, and Dismissals

This is the last stage of the human resources management procedure. The employee's promotions, transfers, downsizing, and terminations all reflect how valuable they are to the business. It was reported that 25.10% of them leave the company after returning home. The administration must be explicit when drafting precise policies that outline the strategies to be used after the employee's repatriation has taken place.

A good expatriation strategy must persuade those who are debating it that doing so will significantly progress their professional careers and that the salary, job categories, and responsibilities that will draw them back will be decided before the end of the agreed-upon time period.

III. CONCLUSION

The process of coordinating the availability, consistency, and quality of human resources with the corporate goal is known as human resource planning. Reflecting on the actual business needs in the human sector forms the "spirit" of personnel planning. The human resource management system is the main tool used by organisations to try and align the organisation and its personnel with business strategy. Consequently, "predicting and supplying" become the key words to successfully navigating this process. Planning for human resources is essential because it helps us to quickly respond to the changing demands of each market and uphold the competitiveness, health, and manageability of the business.

Through education and employment, people may support themselves, and the skills of the workforce enable firms to operate more productively and creatively. The Global Human Capital Report from the World Economic Forum includes the Global Human Capital Index, which aims to offer a thorough evaluation of a nation's human capital across its whole population, both in the present and in the future. It makes it possible to compare demographic, generational, and socioeconomic groups in an exact manner.

Employers benefit from workers' skills by being more inventive and productive. The Global Human Capital Report from the World Economic Forum includes the Global Human Capital Index, which aims to offer a thorough evaluation of a nation's human capital across its whole population, both in the present and in the future. It makes it possible to compare different socioeconomic groups, generations, and geographic regions accurately.

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