

Study on Human Resource Development and Need for HR Planning

Apporva Sawant¹ and Suchitra Ray²

Assistant Professor, BMS, Suman Education Society's LN College, Borivali East, Mumbai, India¹

Student, BMS, Suman Education Society's LN College, Borivali East, Mumbai, India²

Abstract: *The current study addresses the management of human resources in service businesses where staff is important to achieving policies, goals, and objectives in a straightforward and understandable manner. They are crucial for the development of an organisation because they ignite the creative and productive spark. The stages of a career programme are discussed in the paper along with career growth. It examines how an individual's work has changed over time, highlighting the stages of exploration (trying out new roles), establishment, maintenance, and descent. It also examines how activities relate to an individual's chronological age as well as the relative level of involvement and influence that is associated with each stage.*

Keywords: Human resources, development and planning, human resource processes, developing and training, and major elements of HRM.

I. INTRODUCTION

The organisation 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 (both human and material) are employed in a business in an ordered and structured manner to accomplish results (produce goods or provide services). The development of the company's organisational 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 organisation operates well, this coordination entails developing relationships amongst the various parties.

Following aspects must be considered for effective HR management:

- **Complication:** The number of hierarchical levels, the extent of the division of labour, and the company's geographic dispersion are all indicators of organisational complexity.
- **Stabilization:** The quantity of internal policies, regulations, and procedures in a company is referred to as standardisation.

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 (a service company, for instance, won't have a production area). Following is a description of the key business-related areas; These tasks will be performed, in whole or in part, by one or more persons, depending on their size and how the organisation is set up.

- **Directions:** The management function is in charge of organising the organization's technical, human, financial, and material resources in order to direct them toward the accomplishment of the suggested goals. The planning, organising, coordinating, and controlling processes are all included in the management role (Shah, 2018).
- **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.
- **Managerial:** Controls the company's support operations and carries out the tasks required to keep it running (administrative, accounting, and legal).
- **Profitable:** It determines the market's needs and employs the best strategies and tactics to market the good or

service.

- **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).
- **Centralization / decentralization:** The center 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 fulfil its goals in an ordered and coordinated manner (Ali, 2019).

1.1 The Management of Human Resources

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, organisational 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).



II. HUMAN RESOURCE PLANNING - PROCESS AND DEVELOPMENT

It involves -

2.1 The human resources management process

The management of the human talent that makes up the organisation is referred to as human resources management. Managers recruit, select, train, and develop the organization's members using this administrative function. Six fundamental actions make up the human resources management process, according to Akey and Antwi (2017).

2.2 Planning for Human Resources

An study is conducted for this stage that takes into account elements including the present and future demands of persons, potential openings, expansions, and mergers (Kovaevi and Mladenovi, 2018). The external company must also

be examined in order to understand the overall labour market and the needs that will emerge in the medium and long terms. When organising human resources, it is important to consider the traits that modern corporate templates typically display, which are typically composed of three levels:

1. Core (Fixed Workers), who provide the business with functional flexibility.
2. Peripheral Nucleus (Temporary Employees), from whom the business derives the numerical flexibility necessary to keep its competitiveness
3. Subcontracting (outsourcing), a third level that is more external and is gaining importance, is made up of the tasks and duties that are contracted out to independent contractors or to other businesses.

It is evident that the organisations responsible for managing human resources. Effective and efficient, they will have an information system that will enable them to foresee upcoming changes both inside and outside the organisation or to promptly respond to those that cannot be foreseen.

Regarding labour market predictions, a survey by Armstrong (2020) found that 44% of multinationals confirm that the number of expatriates is rising and that this trend would likely continue (Armstrong and Taylor, 2020). More frequently than in past decades, US multinational corporations employ foreign-born executive directors. PepsiCo, Coca-Cola Company, and Citigroup are a few examples. They all have foreign executive directors, positions for which multinational corporations seek the most competent candidates worldwide. Currently, businesses don't care too much about the origins of their CEOs; they just need the best resource available.

2.3 Recruitment

Its goal is to draw candidates who meet specific hiring requirements.

The final stage of filtration is selection. Choose the individuals from the shortlist who best fit the job in question in terms of qualifications, experience, and potential.

Recruitment: Select the best candidate for the position.

Training and development are the processes that focus on bringing new skills and talents to a workforce.

Employee compensation and administration benefits: The procedure entails choosing compensation, incentives, extra benefits, and bonuses. The workers they employ desire raises, greater pay, and bonuses.

2.4 Process of Selection

If the appropriate candidates are not chosen for the post, the procedure will not be successful (Martinez-Vivar and Garca-Vida, 2016).

In order to create a process that is as objective as possible, the organisation must develop the technical and human profile of the ideal candidate. The range of knowledge can be enlarged with a view to improving decision-making using the knowledge offered by the research that have been conducted in this respect.

Negotiation and leadership abilities. The candidate's family situation and prior overseas experience, it turns out, are the two variables that the employers take into least consideration.

2.5 Training and Development

The goal of training is to increase workers' knowledge and skills so they may develop the abilities needed to execute their jobs, which is done through a process of study and constant learning (Analoui, 2018). The company's investment in its employees' professional growth can be summed up as the training process. Because of this, it's crucial to emphasise that the Training Plan should be seen as a beneficial instrument that benefits both the organisation and the employees who receive it.

Therefore, 72% of respondents to "The 2005/2006 International Assignment Survey," which included more than 200 multinational companies from a range of industries, confirmed that they offer training in the language of the target country (Al-Frijawy and Tonoju, 2019).

2.6 Performance Appraisal

The performance review enables a comparison of an individual's growth with the requirements set forth for the position. Accurately assessing a worker's performance is not always simple. The appraisal of expatriate performance is a very

difficult task. Due to the requirement that local and parent office managers communicate details of the expat's performance review (Tuan and Dung, 2020). Unintentional bias makes it difficult to evaluate such managers' performance objectively.

The managers of the receiving country and the managers of the country of origin are typically the two groups that assess their performance (Asadi and Marin, 2019).

When evaluating the performance of expatriates, prejudice might be lessened by giving more weight to the credentials of receiving country managers who have held positions equivalent to those held by the expatriate.

Employees are only one component of the process; other parts include departments, products, services, and customer service processes; all with the goal of improving or enhancing them. Today, managers can measure employee performance and determine their needs for training and development by using an automated performance management system (PMS), which carries all the necessary data.

2.7 The ascents, Transfers, Descents and the Dismissals

The final step in the human resources management process is this one. The employee's importance to the company is shown in their promotions, transfers, descents, and terminations. One year after being repatriated, it was claimed that 25.10% of them depart the company. When establishing exact policies that specify the tactics to be utilised after the employee's repatriation has taken place, the administration must be clear.

A successful expatriation strategy must convince persons considering it that doing so will considerably advance their professional careers and that the wages, job categories, and duties that will bring in their return will be determined before the conclusion of the agreed-upon time period.

III. CONCLUSION

Human Resource planning is the process of aligning the consistency, caliber, and availability of human resources with the corporate objective. The "spirit" of personnel planning is based on reflection on the actual business needs in the human sector. The primary tool used by businesses to try and align the organisation and its workforce with business strategy is the human resource management system. Therefore, "predicting and supplying" become the crucial phrases to navigate this procedure successfully. Planning for human resources is crucial because it enables us to respond quickly to the shifting demands of each market, maintaining the company's competitiveness, health, and manageability.

People can support themselves through education and employment, and workers' skills help businesses be more productive and innovative. The World Economic Forum's Global Human Capital Report includes the Global Human Capital Index, which strives to provide a comprehensive assessment of a country's human capital across its whole population, both in the present and in the future. It enables accurate comparisons between geographical areas, generations, and socioeconomic groupings.

Workers' skills help businesses be more productive and innovative. The World Economic Forum's Global Human Capital Report includes the Global Human Capital Index, which strives to provide a comprehensive assessment of a country's human capital across its whole population, both in the present and in the future. It enables accurate comparisons between geographical areas, generations, and socioeconomic segments.

REFERENCES

- [1]. Analoui, F. (Ed.). (2018). Human resource management issues in developing countries. Routledge.
- [2]. Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice. Kogan Page Publishers.
- [3]. Asadi, R., & Marin, G. O. (2019). How Globalization Influences the Developing Countries' Human Resources Strategic Policy. *Journal of Economic Development, Environment and People*, 8(3), 32.
- [4]. Bagheri, J. (2016). Overlaps between human resources' strategic planning and strategic management tools in public organizations. *Procedia-Social and Behavioral Sciences*, 230, 430-438.
- [5]. Fahed-Sreih, J. (2018). Introductory Chapter: Human Resources in the Twenty-First Century. In *Human Resource Planning for the 21st Century*. IntechOpen.

- [6]. Irfan, M., Putra, S. J., Alam, C. N., Subiyakto, A., & Wahana, A. (2018, March). Readiness factors for information system strategic planning among universities in developing countries: A systematic review. In *Journal of Physics: Conference Series* (Vol. 978, No. 1, p. 012046). IOP Publishing.
- [7]. Kovačević, Z., & Mladenović, I. (2018). Planning and Developing Human Resources as a Factor of Improving the Competitiveness of Montenegrin Nautical Tourism. *Economic Themes*, 56(2), 269-281.
- [8]. Martínez-Vivar, R., Sánchez-Rodríguez, A., Pérez-Campdesuñer, R., & García-Vidal, G. (2016). Identification of variables and their influence on human resources planning at the territorial level. *Journal of Industrial Engineering and Management (JIEM)*, 9(2), 530-546.
- [9]. Oke, L. (2016). Human resources management. *International Journal of Humanities and Cultural Studies (IJHCS)* ISSN 2356-5926, 1(4), 376- 387.
- [10]. Oke, T. I., & Kefas, S. R. (2019). Education and Human Resources Planning for Sustainable National Development in Nigeria. *KIU Journal of Humanities*, 3(4), 17-25.
- [11]. Purkey, D. R., Escobar Arias, M. I., Mehta, V. K., Forni, L., Depsky,
- [12]. N. J., Yates, D. N., & Stevenson, W. N. (2018). A philosophical justification for a novel analysis-supported, stakeholder-driven participatory process for water resources planning and decision making. *Water*, 10(8), 1009.
- [13]. Samwel, J. O. (2018). Human Resource Planning as an Important Practice to Anticipate Future Human Resource Requirements of the Organization—a Literature review.
- [14]. Shah, G. B. (2018). A Conceptual Review On Strategic Human Resources Management And Planning In Non-Profit Motive Organization. *Journal of Business and Social Sciences*, 2(1), 18-26.
- [15]. Stewart, G. L., & Brown, K. G. (2019). Human resource management. John Wiley & Sons.