

Human Resource Planning: A Recipe for Guaranteed Employee Performance in the 21st Century and Beyond

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Abstract - Hiring of personnel on a scientific ground in any organization requires an established standard with which applicants are to be gauged. Such standards should express minimum acceptable qualities necessary for adequate job performance and responsibilities in determining human capabilities for execution in this twenty first century and beyond.

Keywords - Human Resource Planning, Recipe, Employee Performance.

I. INTRODUCTION

Judgments about human resources requirements are not confined to Human resource department alone but rather line supervisors as well as other staff elements such as time study and production control (Flippo, 2004). Planning therefore, becomes the core element in achieving high performance by employees in organizations.

Planning is a thought process and is essential in combining forecasting of developments with the presentation of scenarios on how to counteract them. It as a predetermined course of action presents what needs to be done; who needs to do it; when it should be done; and finally, where it should be done.

Proper planning should see to it that a set target is achieved within the designated time frame and is confined to the allocated budget. In this 21st Century, Human resource planning is viewed as a vital element by organizations for ensuring a competitive advantage since it helps reduce employee turnover as well as seeing to it that the organization has enough number of human resources with the right knowledge, abilities, skills, and any other characteristic desired in achieving organizational goals.

Effective and efficient Human resource planning as maintained by Flippo (2004) thus requires that both the external and internal supply of personnel is constantly

matched with job openings that are anticipated in the organization over a specified period of time.

Using HRP to achieve Organizational strategic objectives

Human resource executives delve into how human resources can aid organization in achieving its strategic objectives. This requires management to be highly and consistently involved in issues of strategic planning. Management experts must ensure that human resource activities are closely aligned to the organizations' mission and strategic goals and above all, to add value towards the achievement of those goals.

Forecasting Human resources Demand

Forecasting human resource requirements encompass determining future needs for HR in terms of the number and types of employees needed that is quantity and quality. Human resource demand forecasting/requirements can be done either quantitatively or qualitatively. Quantitative methods such as trend analysis; ratio analysis; and regression analysis can be used. On the other hand, HR professionals can apply the qualitative methods such as Delphi; scenario; and nominal techniques respectively in undertaking the same course (Antony, 2012).

Trend analysis method can be used to predict the demand for labour based on projection of past relationship

patterns in the organization by analyzing trends and cycles in historical data to mathematically extrapolate the future.

Ration analysis on the other hand can be used to determine human resource demand based on ratios between assessed causal factors and the number of employees required. It serves as an effective benchmarking method in weighing organization efforts with that of industry so as to determine areas of weaknesses and strengths.

Finally in this category is the regression analysis technique, a method which has been widely used by economists and social scientists with an objective to understand how a group of variables affect another group of variables.

Highlighting on the qualitative methods, the Delphi technique can be used to estimate the effects of future events on HR projections of an organization. It considers such factors like economics; demography; technological changes; turnovers; and educational levels in decision making.

A narrative forecasting technique is the scenario analysis, which describes potential causes of events by recognizing uncertainties about the future. Nominal group technique involves a number of experts who meet and discuss independently formulated positions of an organizational issue.

Forecasting Human resources Supply

Even though the available supply of human resources appears easily determined than the projected needs, Flippo (2004) maintained that there exists numerous complexities in the decision. Forecasting Hr availability requires HR managers to look to both external and internal sources. Factors that aid in this kind of decision include looking at and not limited to:

- i) Current inventory:-Human resource records need to be summarized in a systematic manner to indicate the available talents in various jobs and units within the organization. Filing such records in a proper manner helps in grouping together the records for proper use in human resource planning.
- ii) Level of productivity: - future projections of resources need to be made upon past experiences. With the dynamic nature of technological state, the productivity levels of a workforce and the number of persons required per unit of output decreases.

iii) Turnover rates: - these can be expressed in terms of accessions; separations; replacements and average workforce.

iv) Absenteeism rate: - this can be gauged as a percentage of scheduled time lost over the average number of persons times the number of working days. That is,

$$\frac{\text{Number of person- days lost}}{\text{x 100}}$$

(Average number of persons) x (number of working days)

v) Movements among jobs: - it is no doubt that some jobs are sources of personnel for other jobs. In that case Human resource managers need to plan such that slightly higher numbers of personnel that are needed to fill such positions are available in the organization at the appropriate time.

Human resource Actions

Where HR shortage is forecasted, an organization must obtain proper quantity and quality of workers from outside it. In such circumstances, external recruitment and selection becomes the way to go. Similarly, where worker surplus is forecasted, there exist various methods to be used in correcting the situation. Such methods include restricting hiring, reduction of work hours; early retirement as well as layoffs and downsizing.

Benefits of Human resource planning

Human resource planning serves a number of benefits to the organization including: meeting the human resource requirement of an organization; checking labour imbalance through its various processes; meeting expansion and diversion needs of the organization; aiding in the training and development of employees; fulfilling individual needs of employees for promotion, transfer, salary enhancement, and better benefits; cost anticipation of human resources; and finally rightsizing the human resource requirements in the organization.

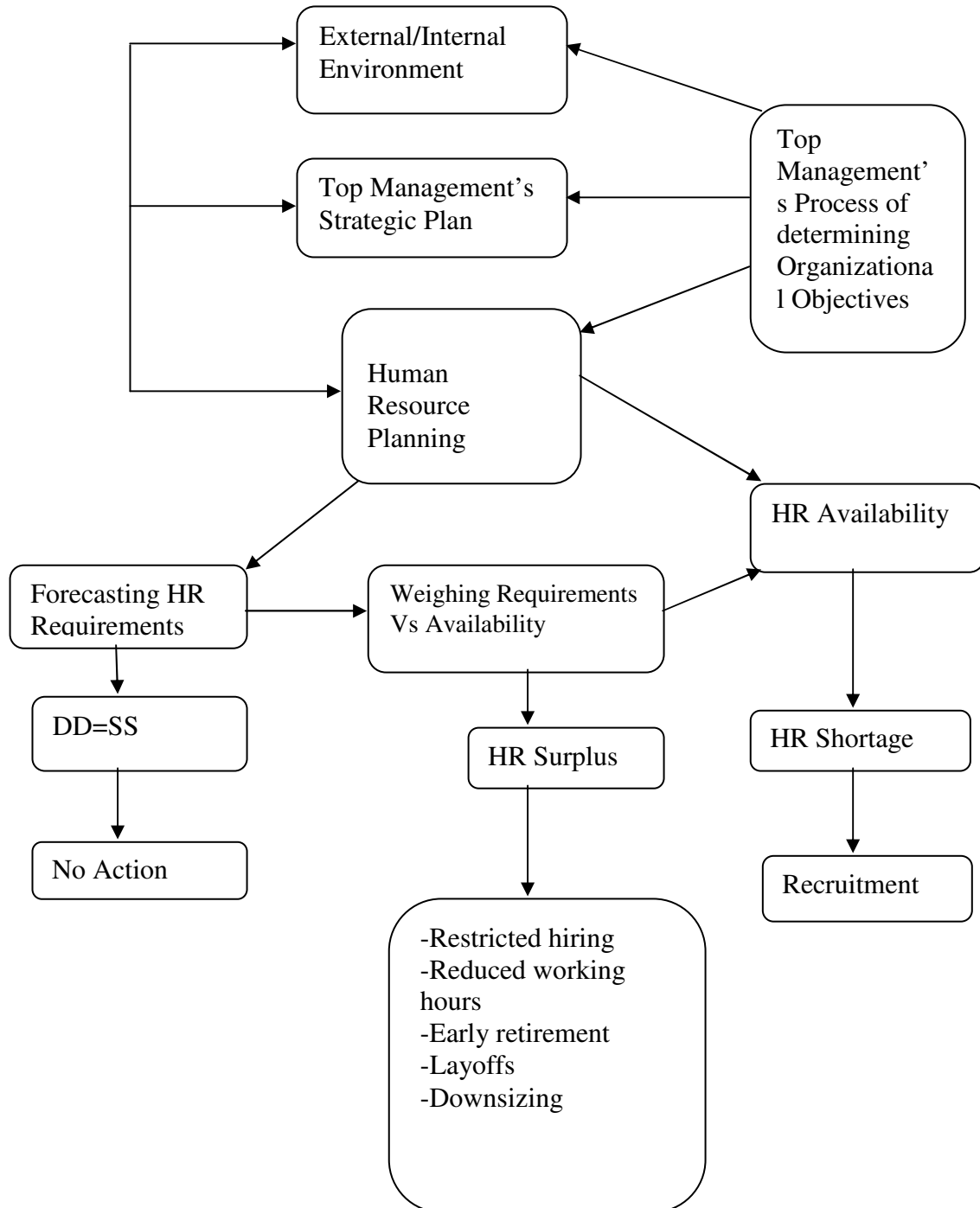
Barriers to effective Human resource planning

Several arguments have been raised concerning the expertise of the human resource practitioners that make effective HRP in organizations prove unattainable. HR practitioners have been perceived as experts in handling personal matters as opposed to being experts in business management. There has been a belief that HR information is not concomitant with the information used in HR strategy formulation. At times, conflict may arise between short term

and long term HR needs for instance, a conflict between working on a timely schedule and preparing persons to assume greater responsibilities in future.

Noninvolvement of operating managers has also been cited as that which renders Human resource planning ineffective as successful planning needs a coordinated effort

on the part of operating managers and HR personnel. Finally, there is the challenge of viewing the process of HRP as a quantitative/ qualitative measure. Some managers view HR planning as a number game designed to track the flow of personnel across the department while to others it is a process that focuses on individual employee concern.



A model of Effective and Efficient Human Resource Planning.

II. CONCLUSION

Human resource planning has as far as employee performance in the organization is concerned. It enables the organization to have the right number of staff with the right skill at the right time doing the right job. In addition, it ensures that there is no shortage or excess of staff in an organization, which further leads to job satisfaction and low turnover rates. It is therefore advisable that before recruiting and selecting any personnel for any position in the organization, the concerned manager must acquaint himself/herself with the nature of the problem to be solved. Human resources requirement must be analyzed in terms of quality of personnel needed not forgetting the number of each type. Information leading to the establishment of personnel standards regarding quality can be obtained through the process of job design and analysis.

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