

## HUMAN RESOURCE PLANING NEEDS DUE ATTENTION TO IMPROVE PRODUCTIVITY

**\*BINDIYA KUMARI**

*\*L.N Mithila University, Darbhanga*

### INTRODUCTION

Human resource is the most important asset of an organisation. Planning for human resource is an important managerial function. It ensures adequate supply, proper quantity and quality as well as effective utilisation of human resources. There is generally a shortage of suitable persons. The organisation determines its manpower needs and then finds out the sources from which the requirements will be met. If sufficient manpower is not available then the work will suffer. Underdeveloped countries are suffering from the shortage of trained managers. Job opportunities are available in these countries but proper persons are not there. These countries try to import skill from other countries. In order to meet human resource needs an organisation will have to plan in advance its requirements and the sources etc.

### NEED FOR HUMAN RESOURCE PLANNING

Human resource planning is viewed as foreseeing the human resource requirements of an organisation and supply of human resources. Its need can be accessed from the following points:

**Replacement of Persons:** A large number of persons are to be replaced in the organisation because of retirement, old age, death etc. There will be a need to prepare persons for taking up new position in such contingencies.

**Labour Turnover:** There is always labour turnover in every orgamsation. The degree of labour turnover may vary from concern to concern but it cannot be eliminated altogether. There will be a need to recruit new persons to take up the positions of those who have left the organisation. If the concern is able to forecast turnover rate precisely then advance efforts are made to recruit and train persons so that work does not suffer for want of workers.

**Expansion Plans:** Whenever there is a plan to expand or diversify the concern then more persons will be required to take up new positions. Human resource planning is essential under these situations.

**Technological Changes:** The business is working under changing technological environment. There may be a need to give fresh training to personnel.

**Assessing Needs:** Human resource planning is also required to determine whether there is any shortage or surplus of persons in the organisation. If there are less persons than required, it will adversely affect the work. On the other hand, if more persons are employed than the requirement then it will increase labour cost, etc. Human resource planning ensures the employment of proper work-force.

## OBJECTIVES OF HUMAN RESOURCE PLANNING

1. Assessing manpower needs for future and making plans for recruitment and selection.
2. Assessing skill requirement in future.
3. Determining training and development needs of the organisation.
4. Anticipating surplus or shortage of staff and avoiding unnecessary detentions or dismissals.
5. Controlling wage and salary costs.
6. Ensuring optimum use of human resources in the organisation.
7. Helping the organisation to cope with the technological development and modernisation.
8. Ensuring higher labour productivity.

## HR PLANNING PROCESS

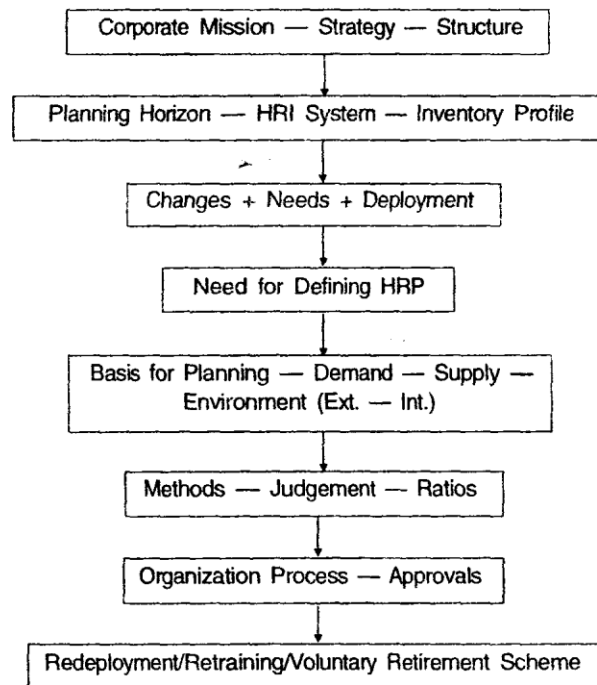
The final stage of the process is obtaining the desired number, with the right skill/knowledge mix and the right job orientation. Having discussed the macro picture thus far, we now try to understand how the process operates at the unit] department level. Unit heads are part of the macro level data projections and once the plans and strategy is finalised, they will have to relate plans to people. Many of the macro issues like organization structure, productivity, redesigning internal work flows systems, activities, will equally apply at the unit level also. In empowered decentralised systems, internal processes are equally important, the weeding out of hierarchical clearances, the degree of authority to respond on the spot. Being on the spot, the unit head will be the appropriate person to respond to the multiple factors to be adjusted. Besides, there are a number of assumptions and situation-specific issues to be thought through and processed. This is determined by the nature of work and the particular work system and work culture of the particular department. Change can be rapid and can also be a evolutionary process. In such a scenario, a joint effort by the HR department and the respective unit heads may help their objectives, as the HR specialist could pose a number of issues and examine the established ways of

doing things. Also, it would be possible to access data from other organizations and benchmark the data with the various units to see where one actually stands.

Today the concept of benchmarking is prevalent to a significant extent, as each organization wants to be and stay ahead. Benchmarking with other suitably comparable organizations, on a variety of dimensions, some soft qualitative factors like morale, quality of work situations etc., to more quantifiable factors like sales per person, maintenance hours to repair equipment, helps one to clearly identify the strong points and the deficiencies. Benchmarking is necessary to understand the level and position one has attained and the parameters taken into count by others for certain dimensions like productivity. Ratios like direct to indirect staff, levels of satisfaction (both amongst employees and external stakeholders, customers, suppliers), structures (number of levels, number of people), and compensation package are some of the factors to be compared.

In determining the number of people required, one needs to identify a relevant basis which is directly linked to the fundamental nature of business of the enterprise. Relationship of work output will be directly related to this factor, which is the predictor. This predictor will vary, depending on the nature of Industry, e.g. number of units per man hour, number of vouchers prepared, Lumber of man hours to prepare a bank advance to a loanee, number of people required to generate 'X' amount to sales turnover.

**Activity Flow Chart**



## PROBLEMS IN HR PLANNING

Manpower planning is not always successful; the main problems are described below:

**Accuracy of Forecasts:** Manpower planning involves forecasting the demand and supply of human resources. Thus, the effectiveness of planning depends upon the accuracy of forecasts. If the forecasts are not cent per cent accurate, planning will not be hundred percent accurate. Inaccuracy increases when departmental forecasts are merely prepared without critical review.

**Identity Crisis:** Many human resource specialists and the managers do not understand the whole manpower planning process. Because of this, there is generally an identity crisis. Till the specialists develop a strong sense of purpose, planning cannot be effective.

**Support of Top Management:** Manpower planning requires full wholehearted support from the top management. In the absence of this support and commitment, it would not be possible to ensure the necessary resources, cooperation and support for the success of the manpower planning.

**Resistance from Employees:** Employees and trade unions resist manpower planning. They feel that this planning increases their overall workload and regulates them through productivity bargaining. They also feel that it would lead to wide spread unemployment, especially of unskilled labour.

**Insufficient Initial Efforts:** Successful human resource planning flourishes slowly and gradually. Sometimes sophisticated technologies are forcefully introduced just because competitors have adopted them. These may not be successful unless matched with the needs and environment of the particular enterprise.

**Management Information System:** Effectiveness of planning depends upon the reliability of the information system. In most of the Indian industries, human resource information system has not fully developed. In the absence of reliable data it would not be possible to have effective planning.

**Uncertainties:** It is risky to depend upon general estimates of manpower in the face of rapid changes in the environment. Absenteeism, turnover, seasonal employment, technological changes and market fluctuations are the uncertainties which serve as constraints to manpower planning. Although discounts are made for these factors while preparing the plan, but these factors cannot be estimated correctly.

**Expensive and Time Consuming:** Manpower planning is an expensive and time consuming process. Employers may resist manpower planning feeling that it increases the cost of manpower.

**Coordination with other Managerial Functions:** There is generally a tendency on the part of the manpower planners to remain aloof from other operating managers and to become totally absorbed in their own world. To be effective manpower planning must be integrated with other management functions.

**Unbalanced Approach:** Many human resource experts give more importance on the quantitative aspect of manpower to ensure that there is adequate flow of people in and out of the organisation. They overlook the qualitative aspects like career development and planning, skill levels, morale etc. are overlooked by them. Such unbalanced approach affects the effectiveness of manpower planning.

Thus, manpower planning suffers from two types of problems. One is inherent because of problems of forecasting and second comes from human weaknesses.

## **SUGGESTIONS FOR MAKING HRP EFFECTIVE**

Some of the suggestions for making manpower planning effective are as given below:

**Integration with Organisational Plans:** Human resource planning must be balanced with organisational plans. It must be based on the organisational objectives and plans. This requires development of good communication channels between organisation planners and the human resource planners.

**Period of Manpower Planning:** Period of the planning should be appropriate to the needs and circumstances of the enterprise in question. The size and structure of the enterprise as well as the anticipated changes must be taken into consideration.

**Proper Organisation:** To be effective, the planning function should be properly organised. If possible, within the human resource department, A separate cell or committee should be constituted to provide adequate focus and to coordinate planning work at various levels.

**Support of Top Management:** To be effective in the long run, manpower planning must have the full support of the top management. The support from top management is essential to ensure the necessary resources, cooperation and support for the success of the planning.

**Involvement of Operating Executives:** Human resource planning is not a function of manpower planners only. To be effective, it requires active participation and coordinated efforts on the part of operating executives. Such participation will help to improve understanding of the process and thereby reduce resistance.

**Efficient and Reliable Information System:** To facilitate human resource planning, an adequate data base must be developed for human resources.

**Balanced Approach:** The human resource experts should give equal importance to both quantitative and qualitative aspects of manpower. Instead of matching existing people with existing jobs, stress should be laid on filling future vacancies with right people. Promotions should also be considered carefully. Career planning and development, skill levels, morale etc. should be given due importance by the planners.

## CONCLUSION:

It is very true to have a proper Human Resource Planning in every organisation for the sake of getting the effectiveness in the organisation.

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