Human Resource Planning and the Development of Employees in Contemporary Firms

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ABSTRACT

It is broadly recognized that any organization can prosper only when it has a team of talented managers and workforce. An organization which adopts the latest technology, having a wide range of physical resources may not suffer from financial crunch if it has good employees to handle crucial issues. In the age of globalization and spurt of technology, the importance of human resource is not deteriorated. Human Resource Management continuously contributes to an organization by enhancing the output of any organization and development of personal occupation. In this paper, we explore the concept of human resource planning and its implications for employee development and growth. The embryonic practice of talent management to adopt new technology for the betterment of an organization is also reviewed with examples.

Keywords: Human Resource, Talent, Management, Planning, New Technology

INTRODUCTION

It is broadly recognized that any organization can prosper only when it has a team of talented managers and workforce. An organization which adopts the latest technology, having a wide range of physical resources may not suffer from financial crunch if it has good employees to handle crucial issues. In the age of globalization and spurt of technology, the importance of human resource is not deteriorated. Human Resource Management continuously contributes to an organization by enhancing the output of any organization and development of personal occupation. Well-versed HR managers and experts are well placed to serve strategic leadership and assist organization to survive in a competitive business environment. This valuable role of HRM provides new prospects for the HR function to develop more tactical ways to smooth functioning of firm (Lawler & Mohrman, 2003). Human resources refer to the philosophy, policies, procedures, and practices related to the management of an organization's employees. It is particularly concerned with all the activities that contribute to fruitfully attracting, developing, motivating, and maintaining a high-performing workforce that results in organizational success. Visualizing the importance of HRM, this paper focuses on the major functions of human resource management which boost the efficacy and contribution of employees in the accomplishment of organizational goals and objectives as well as plans for future career. The study examines the importance of recruitment and selection as the key role of HRM to save money and energy. In the HRM process, there is an increasing emphasis on the needs of an organization and its members. The capability of human resource professionals is to assess the effective involvement of employees to fulfill organizational objectives. This imperative responsibility requires proficiency in HR managers that will create and maintain compliant and adaptive personnel (Gomez-Mejia, 2001). The enriched organizational environment is created through effective HRM team where each employee can develop his inner talent. This increases the possibility of a successful organization which is the main objective of HRM.
Literature Review

Human resources management efforts are systematic approaches to augment the status of organization and escalating profit. HRM programs are intended at developing strategies for the total organization to expounding an organization’s current and probable problems and finding solutions for them. These activities are oriented toward action, the individual, the global market, and the future. It is not possible for any organization’s achievement without efficient HRM programs and activities (Sims, 2004). For some scholars, HRM is viewed as an idiosyncratic model to the organization of work and managing employment that is suitable to financial system of organization (Becker et al., 1984). Another group of theorists signify that abundance literature about HRM paradigm provides new theoretical sophistication in the area of personal management (Boxall, 1992). Within burgeoning studies in HRM, many professionals debated this issue in the context of success of organization. There are four themes of considerable analysis and disputes in the area of HRM. The first theme is emphasizing the implication of economic and social circumstance in moulding and redesigning the HRM field. The second theme of critical dialogue is focused on the connection between HRM and organizational productivity. The third theme accentuate on structural organizational forms and organizational relationships. Lastly, the fourth theme in the HRM debate has scrutinized the knowledge and learning in place of work. (Mabey, et al., 1998, Pp: 2-3). Currently the function of HRM has changed remarkably. Earlier, the HR function was limited to managing employees in organization, concentrating on the level of the individual employee, the personal job, and the individual practice and intended to improve individual employee performance to boost organizational performance (Becker, Huselid, and Ulrich, 2001). In the decade of 1990, HRM professionals focused on strategy and HR systems. Many scholars and HR specialists identified the importance of aligning HR practices with organizational approaches. In an organization, the process of recruiting, selecting, training and developing, rewarding, and compensating employees is performed by HR managers. Human resources management and other functions must work jointly to accomplish organizational triumph at local and international front. Ulrich’s conceptual framework for the four-role model comprises of two main aspects. The first model reveals the range from an operational focus to a planned focus, and the second state the different demands of people and processes (Conner & Ulrich, 1996). Ulrich affirmed that HR can improve the organization output through four methods. First, HR may develop partnership with the management to implement policy. Secondly, HR can assist in enhancing performance of organization by its competent staff and maintain the quality without spending extra money in performing managerial function. Third, the important role of HR is to communicate the problems of the employees to senior management as well as work with employees to augment and ensure their capacity to help the organization to compete with business rivals. Fourth model reflect that HR practitioners must continuously adapt with changing environment and support the organization to improve its capacity to get success (Ulrich, 1997). It is very essential to realize the importance of HRM to prosper and earn a profit. HRM has various functional areas where many activities must be accomplished for smooth running of organization. Human resources management needs to be closely incorporated with executive planning and decision making. A closer assimilation between top management’s goals and HRM practices facilitates to elicit and reward the types of behaviour essential for attaining an organization’s policy. For example, if an organization is planning to become known for its high-quality products, HRM staff should design appraisal and reward systems that emphasize quality in order to support this competitive strategy (Sims, 2004). A HR Department must develop some plans according to the company’s policy and keep watching the job market and skill development process of their own employees. The goal of every organization is to attract the most qualified employees and match them to jobs for which they are best suited. Human resources workers deal with these tasks, but, increasingly, they also confer with senior executives regarding strategic planning. There are numerous human resources, training, and labour relations managers and specialists. In a small organization, a human resources generalist may tackle all aspects of human resources work, and thus require a wide range of knowledge. In a big company, the director of human resources may control several departments, each headed by an experienced manager who has specialization in one human resources activity, such as employment and placement; compensation, and benefits; training and development; or labour relations. The director may report to a top human resources management (Bratton, 2001).
Planning
Planning is the core work of corporate management because it helps managers to lessen the uncertainty of the future and prepare them to perform better in coping with technological, social, regulatory and environmental change which lead to success of the company. HR Department assists managers to identify the organization’s objectives and thus provides context, meaning and directions for employees’ work. It guarantees that all employees recognize the general goals of the business. Learning more about company, employees can work more efficiently to fulfill the organization’s overall objectives. Research report indicates that the process of the defining objectives leads to better employee’s performance and satisfaction. The HRM planning process involves forecasting HRM requirements and organizing programs to make sure that the right individuals are available at the right time and place. With this information, an organization successfully plans its recruitment, selection, and training strategies (Storey, 1995).

Recruitment and Selection
Out of variety of activities, the important function is to select appropriate staff and decide whether to employ independent contractors or hire employees to fill staffing needs, recruiting and training the best employees, make sure they are good performers, dealing with performance issues and ensuring workforce and management practices conform to diverse regulations. Recruitment is of the basic job of Human Resource Services. Once HRM needs are understood, the next step is to hire employees. Recruiting and enrolment is a multifaceted activity in competitive business setting. Previously, HRM personnel could rely on recommendations from existing employees. Currently, the challenge is to fill many important positions and equal employment opportunity which requires more complicated procedures to recognize and select potential employees. Basically, it has been recognized that there is dissimilarity in recruitment and selection practices reflecting an organizations strategies and viewpoint to manage workforce. Employees may be considered as a primary internet market and become the focus for measures anticipated to bring about increased enthusiasm, increased acceptance of responsibilities, highly skilled and greater loyalty to popularize the firm. These highly valued employees represent the core workforce of organization. In other words, applicants are recruited on the basis of their moral level and acquired skills (Guest, 1989). In many organizations, proficiency framework have been developed and utilized to identify the skills and qualities needed from potential employees (Roberts, 1997). Such outline is important for allowed organizations to implement array of refined recruitment and selection procedures to categorize and select appropriate people.

Learning
The core activity HRM is to facilitate learning of employees. Organizations, who give more exposure for continuous learning to their employees, can escalate their profit and make better place in business world. Plethora of research studies demonstrates that there is immense significance of informal learning in developing human capital. Managers must actively involve themselves in promoting the learning of staff. Some studies assert that the contribution of managers is more effective on learning in small organizations. Human capital theory states that manager’s involvement in workplace learning can develop good workforce (Boud & Garrick 1999). The mushrooming theoretical structure on workplace learning establishes that learning is important for enhancing skills of employees and making workplaces into effective learning environments (Billett 2004). There is abundant literature on learning which proves that organizations strive to become learning oriented (Marquardt 1996). Many critics squabble that learning is prime factor for developing capable employees for the survival of organizations (Senge 1990). They stated that learning can facilitate organizations to cope up with rapid changes in external environment (Gardiner, Leat & Sadler-Smith 2001). It is necessary to observe the external environments, foresee, and acclimatize to continual change to flourish in business field (Marquardt 1996). Organization has to implement new technology, products or processes to move parallel with global business companies which, requires the achievement of new knowledge and skills. Some professional asserted organizations that learn quicker are in better position to face the challenges of technological revolution and avoid financial burden (Schein 1993). According to De Geus (1988), learning process must be adopted by organizations to beat rivals in competitive world. It is not just to maintain organizational process.

Training
Training programs are conducted by HRM of organizations to develop skills and efficiency for enhancing performance at workplace. The main rationale of training program is to broaden the expertise of employees and improve employee
commitment. The requirement for training and development is assessed by the employee’s performance insufficiency. HR professionals continually make extreme efforts to explore innovative ways to improve the efficacy of employees in their jobs and equip them to adapt in challenging business environment. Training strengthens technical and managerial skills of personnel who are involved in core work in organization and have ability and passion to develop tacit knowledge to accomplish their career goals (Johnson et al., 1996). Tacit knowledge assists in developing organizational structures, productive and innovation capabilities of an organization. Training can be conducted in two ways such as on-the-job and off-the job. Usually, organization provides on the job training to personnel because it helps the learning of daily operations and refines basic concepts. Of the job training is given to special personnel who contribute to boost the intellectual capital and skills by gaining latest knowledge such as research techniques, operation of hi-tech equipment (Hara, 2003). Gray stated that training must be conducted in soothing environment where sufficient returns can be anticipated (2004). It must be accompanied by applicable incentives and working conditions so that personnel’s knowledge can be fully utilized (Laursen and Foss, 2003). The decisive goal of training is to develop talent in the employees. Training is crucial for the triumph and production of business firms. Many organizations invest huge funds on training and development which leads to unbeaten performance of employees, institutions and nations (Becker, 1980).

**Evaluation Training**

Human resource management conducts training and development to improve the performance of employees through a learning process by which employees are well versed in specific skill and gain knowledge to perform better and escalate profit. Hamblin explains the process of evaluating training and development is the attempt to acquire useful response on the outcome of training program and to evaluate the value of the training with such feedback (1974). Previous training and development programs were criticized because they did not provide proper feedback of training. Some organizations have limited number of executives who has been given training to develop skill on particular area and evaluators are not employed to assess performance of personnel trained in specific skill (Wexley, 1986). When an employee who undergo in training and development program is sanguine and motivated to exploit his talent through these program then training programs are useful for organization as well as the personnel (Mumford, 1988). There numerous are causes to evaluate training program. Senior managers are also concerned about the assimilation of training and organizational goals and interested to develop new tools and techniques which can be possible when training program is properly evaluated.

**Job Analysis**

Organizational environment is shifting speedily due to globalization and it is affecting on work and jobs in organization. The job design efforts to create jobs that properly align with the organizational work. Job analysis is done on the basis of activities of people during job. These data are useful to create job descriptions and job specifications. The primary task of HRM in job analysis is to collect data in a systematic way and assess information about the content, context and human requirement of jobs. Using job analysis to certify HR activities is significant because the legal defensibility of an employer’s recruiting and selection procedures, performance appraisal systems, employee disciplinary action and pay practices on the groundwork of job analysis. In job analysis, the information is complied into job descriptions and job specifications for use in almost all HR activities. Precise details of job requirements are needed to validate HR actions as job related for EEO matters. All activities of HRM such as HR planning, recruiting and selection must be based on job requirement and the competence of candidates. Job analysis has immense importance in recognizing job factors and duties that maybe useful for workplace health and security issue. Numerous ways and data sources are used to perform job analysis. Observation, interview, questionnaire are the common methods of collecting job analysis information. A comprehensive assessment of job can be demanding or troublesome experience for both managers and employees because job analysis can recognize the dissimilarity between current and future job (Mathis, 2007).

**Talent Management**

Talent management can equip organizations to develop long-term policies so that suitable employees can be recruited to boost the business success. Talent management is an embryonic practice to adopt new technology for the betterment of organization. The objective of HRM to categorize, manage and retain talent across the organization to set new strategies of success. It is necessary that organizations amalgamate a highly functional talent management
solution across all aspects of the business. Talent management has become a standard for organizations to create competitive advantage through their human capital assets. This can be accomplished by enhancing current personnel performance and preparing for the future (Davis, 2007).

Development
HRM task is very effectual in building profession of an employee. Activities of HRM are contributing in developing career development programs. In organizations, numerous career programs are organized to boost overall organizational performance and employee productivity, and to retain the most qualified employees in competitive and global environment. Through HRM, organizations are increasingly concerned about the continuing interests of their employees. After gaining mastery over HRM resources, individuals accept more responsibility for managing their own careers. They improve efficiency and overall effectiveness for future career. Individuals must grow and realize their full potential in order to improve their value either to their current or future employer. Candidates may be able to visualize careers as wide spectrum including several employers and possibly different occupations.

With Human Resource Management training, employees can identify challenging and convincing career goals that reflect their business strategy. Human Resource Management helps the individual to plan systematically for lucrative career development. Person can create professional development plans containing the goals and the corresponding skills requirements. HRM assists to manage employee’s competence that means recognizing their current competencies as well as the competencies the organization requires. Professional skills and aptitudes, as well as personal skills, can all be tracked and evaluated. HRM can create a competence outline, as well as active development process involving personal interviews, training curriculums, and events to support each employee in their development. One of the major advantages of a competence management system is that people can be matched with specific jobs. Skill matching is very useful, for example, when a project leader asks to form a team for a new assignment. For individuals, and for the company as a whole, skill-gap analyses are awfully useful for business planning. It gives employees a chance to recognize gaps between the requirements of a new role and their existing skills. The development planning capabilities in Human Resource Management help employee to develop goals that are associated with company’s strategy.

The system presents a framework for supporting one-on-one personal development meetings between managers and their employees. Human Resource can help person to administer training courses by detailing target groups, course identification, location, instructor and participants, and the issue of course certificates. The system provides general idea of the courses an employee has completed and employee can review his or her skills and competence areas (Werner, 2008).

Conclusion
HRM practices influence particular individual skills through the achievement and development of human capital (Wright et al., 1994). HRM has significant role in boosting organizations position and assessing employee’s competencies through various activities. Useful recruitment and selection practices of HRM can provide the organization with well trained applicants. Training and development opportunities contribute to rising human capital. HRM practices can also influence levels of enthusiasm by the use of performance judgments, pay-for-performance incentives, and internal promotions systems based on merit (Brown et al., 2003). HRM practices can also focus on the design of work so that highly motivated and skilled employees can use their talent (Wright and Boswell, 2002). The human resources function has been typically viewed by executives as the booming performance of their organizations. According to Ulrich, the role of the HR department is very influential (1997). HR professionals create policies and practices that make employees more practical (Burke, 2004). The human resource management provides full facility to develop personal qualities and skills. Human resources, training, and labour relations managers and specialists must speak and write effectively. HRM prepare individual to cope up with the organizational hazards and better plan for career growth.

References
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