



AN EMPIRICAL STUDY ON HUMAN RESOURCE PLANNING PROCESSES AND THEIR IMPLEMENTATION STRATEGIES

¹Mr.D. HIMAMSHA, ²PREMKUMAR MEDIGA

¹Assistant Professor, ²MBA Student

Department of MBA

SVR Engineering College, NANDYAL

ABSTRACT

Human Resource Planning (HRP) is a systematic process of forecasting an organization's future human resource needs and ensuring that the right number of employees with the required skills are available at the right time. It plays a vital role in aligning the workforce with the strategic goals and objectives of an organization. Effective human resource planning helps organizations anticipate manpower shortages or surpluses and develop appropriate strategies such as recruitment, training, redeployment, and succession planning.

The main objective of human resource planning is to optimize the use of human resources while improving productivity and organizational efficiency. It involves analyzing current workforce capabilities, predicting future workforce requirements, and developing action plans to bridge the gap between present and future needs. By adopting proper HR planning practices, organizations can reduce labor costs, enhance employee performance, and maintain a competitive advantage.

In the modern business environment, HR planning has become increasingly important due to rapid technological advancements, globalization, and changing workforce dynamics. Organizations that implement effective human resource planning strategies are better equipped to manage talent, improve employee satisfaction, and achieve long-term organizational success.

I. INTRODUCTION

Human Resource Planning (HRP) is a systematic process of forecasting an organization's future demand for and supply of the right type of people in the right number at the right time. It ensures that the organization has a continuous supply of skilled and competent employees to achieve its strategic objectives.

HR Planning helps in analyzing current workforce capabilities, predicting future manpower needs, and developing action plans to bridge gaps between demand and supply. It acts as a link between the organization's strategic goals and its human resources management.

In today's competitive business environment, effective HR planning enables organizations to:

- Avoid employee shortages or surpluses
- Reduce labor costs
- Improve productivity

- Support expansion and growth
- Enhance employee development and succession planning

HR Planning involves activities such as workforce analysis, forecasting manpower requirements, recruitment planning, training and development planning, and performance management alignment.

Thus, Human Resource Planning is not merely a staffing function but a strategic process that ensures the optimal utilization of human resources and contributes to overall organizational success.

Definition of HR Planning

Quoting Mondy et (1996) they define it as a systematic analysis of HR needs in order to ensure that correct number of employees with the necessary skills are available when they are required.

When we prepare our planning programme, Practitioners should bear in mind that their staff members have their objective they need to achieve. This is the reason why



employees seek employment. Neglecting these needs would result in poor motivation that may lead to unnecessary poor performance and even Industrial actions.

Importance of Planning

- Provides clear direction and objectives.
- Reduces uncertainty and future risks.
- Improves decision-making process.
- Ensures proper utilization of resources.
- Facilitates coordination among departments.
- Establishes standards for control.
- Minimizes wastage and duplication of work.
- Encourages innovation and creativity.
- Enhances organizational efficiency.
- Supports long-term growth and stability.

SCOPE OF THE STUDY

- The study covers the Human Resource Planning practices followed at Karvy.
- It examines recruitment and selection procedures adopted by the company.
- It analyzes workforce forecasting and manpower requirement planning.
- It evaluates training and development programs provided to employees.
- It studies performance appraisal systems implemented in the organization.
- It assesses employee retention and succession planning strategies.
- It focuses on HR policies and their impact on organizational growth.
- The study is limited to selected branches/departments of Karvy.
- The analysis is based on employee responses and available company data.
- The study provides suggestions for improving HR planning effectiveness at Karvy.

Need for basic purposes of HR planning:

- To ensure the right number of employees at the right time.
- To avoid manpower shortages and surpluses.

- To forecast future workforce requirements.
- To improve recruitment and selection planning.
- To utilize human resources effectively.
- To reduce labor costs and increase productivity.
- To support organizational expansion and growth.
- To plan training and development programs.
- To ensure smooth succession planning.
- To align human resources with organizational goals.

II. RESEARCH METHODOLOGY

Research is scientific and systematic search pertinent information in a specific topic. The meaning of research is “A Careful Investigation (or) Inquiry.

HR planning is the corner stone of sound management, and it makes employees and employers more effective and productive. It is actively and intimately connected with all personnel and managerial activities.

There is a present need for **HR planning** measures. So that new and changed techniques may be taken advantage and improvements effected in new methods, which are woefully inefficient. Training is practical and of vital necessity because, apart from other advantages mentioned, and increase their “Market Value”, earning power job security

Heritage Ltd is spending for **HR planning** activities. It is introducing global concepts like

- Team Building
- Time Management

It uses all the technology available and modern equipment in **HR planning** programmers. In a contemporary study, it was revealed that it is more inflammable so the workers and superiors must concentrate on the work what they are doing. At any time if they don't concentrate on their work it is very dangerous to the whole industry.



OBJECTIVES OF RESEARCH

- To ensure optimum utilization of human resources.
- To forecast future manpower requirements accurately.
- To maintain a balance between demand and supply of workforce.
- To reduce labor costs through proper planning.
- To ensure the availability of skilled and competent employees.
- To support recruitment, selection, and placement activities.
- To plan training and development programs effectively.
- To improve employee productivity and performance.
- To facilitate succession planning and career development.
- To align HR policies with organizational goals and strategies.

LIMITATIONS OF THE STUDY

- The study is limited to selected departments/branches only.
- The data collected is based on employee responses, which may be biased.
- Time constraints restricted detailed analysis.
- Limited access to confidential organizational data.
- The study depends on the accuracy of secondary data sources.
- Rapid changes in HR policies may affect the findings.
- The sample size may not represent the entire organization.
- Financial constraints limited extensive research.
- Some respondents were unwilling to share complete information.
- The findings are applicable only to the selected organization and period of study.

III. REVIEW OF LITERATURE

Introduction to Human Resource Planning

Human Resource Planning (HRP) is a systematic process of forecasting an

organization's future demand and supply of human resources to achieve strategic goals. It ensures the right number of people, with the right skills, are available at the right time and place.

According to **Edwin B. Flippo**, HRP is the process of determining and assuring that the organization will have an adequate number of qualified persons available at the proper time to perform jobs that meet the needs of the enterprise.

Similarly, **Gary Dessler** defined HR planning as the process of deciding what positions the firm will have to fill and how to fill them.

Steps in HR Planning

Forecasting

HR Planning requires that we gather data on the Organizational goals objectives. One should understand where the Organization wants to go and how it wants to get to that point. The needs of the employees are derived from the corporate objectives of the Organization. They stem from shorter and medium term objectives and their conversion into action budgets (eg) establishing a new branch in New Dehli by January 2006 and staff it with a Branch Manager (6,000 USD, Secretary 1,550 USD, and two clerical staff 800 USD per month. Therefore, the HR Plan should have a mechanism to express planned Company strategies into planned results and budgets so that these can be converted in terms of numbers and skills required.

Inventory

After knowing what human resources are required in the Organization, the next step is to take stock of the current employees in the Organization. The HR inventory should not only relate to data concerning numbers, ages, and locations, but also an analysis of individuals and skills. Skills inventory provides valid information on professional and technical skills and other qualifications provided in the firm. It reveals what skills are immediately available when compared to the forecasted HR requirements.

Audit

We do not live in a static World and our HR resources can transform dramatically. HR inventory calls for collection of data, the HR audit requires systematic examination and analysis of this data. The Audit looks at what had occurred in the past and at present in terms of labor turn over, age and sex groupings, training costs and absence. Based on this information, one can then be able to predict what will happen to HR in the future in the Organization.

IV. DATA ANALYSIS & INTERPRETATION

- 1) Do you feel that training programmers are necessary for employees?

(a) YES (b) NO

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	100	100
2	NO	0	0
	TOTAL	100	100



Interpretation:

From the above analysis we can say that 100% employees feel that the training programmers are necessary for employees. The 0% employees feel that training programmers are not necessary for employees.

- 2) Training & development programmers affect employees in getting promotion. Do you agree?

(a) Agree (b) Disagree

S.NO	OPTIONS	NO. OF RESPONDENTS	% OF RESPONDENTS
1	AGREE	100	100
2	DISAGREE	0	0
3	TOTAL	100	100



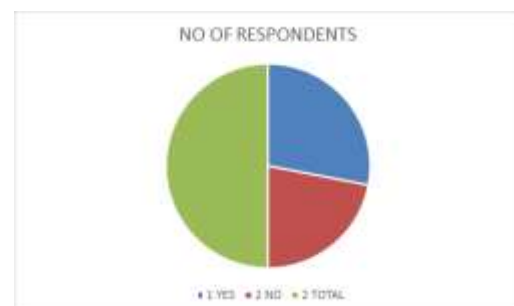
Interpretation:

About 100% of the employees agreed that the training and development programmers affect employees in getting promotion and 0% of the employees disagreed that the training and development programmers affect employees in getting promotion.

- 3) Are you satisfied with present HRM Planning following in your organization?

(a) YES (b) NO

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	56	56
2	NO	44	44
	TOTAL	100	100



Interpretation:

About 56% of the employees are satisfied with present HRM programmers in organization. 44% of the employees were not satisfied with present programmers in organization.

- 4) Are you satisfied with working conditions in your organization?

(a) YES (b) NO



S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	80	80
2	NO	20	20
	TOTAL	100	100



Interpretation:

From the above analysis 80% of the employees are satisfied with working conditions in this organization. Rest 20% of the employees are satisfied with Working conditions in this organization.

5) Did Organization give sufficient freedom to express your views and suggestions?

(a) YES (b) NO

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	100	100
2	NO	0	0
3	TOTAL	100	100



Interpretation: All the employees are satisfactory in the expiration of their views and suggestions

V. FINDINGS, SUGGESTIONS, CONCLUSIONS

FINDINGS

- HR planning at Karvy supports effective manpower forecasting.
- The organization aligns HR planning with its business strategies.

- Training programs are conducted based on identified skill gaps.
- Workforce planning helps in reducing employee shortages.
- HR planning improves recruitment and selection processes.
- Employee performance is monitored through structured planning systems.
- Career development opportunities are linked with HR planning practices.
- HR planning contributes to better employee motivation and retention.
- Data management plays a key role in manpower decision-making.
- Continuous improvement is required in formalizing HR planning procedures.

SUGGESTIONS

- Implement advanced HR analytics tools for accurate manpower forecasting.
- Strengthen the integration between HR planning and corporate strategy.
- Conduct regular skill gap analysis to update training programs.
- Develop a structured succession planning system for key positions.
- Improve data management systems for better workforce decision-making.
- Increase employee involvement in career planning initiatives.
- Standardize HR planning policies across all departments.
- Provide continuous training to HR managers on modern workforce planning techniques.
- Monitor and review HR planning outcomes periodically for effectiveness.
- Adopt technology-driven HR systems to enhance efficiency and transparency.

CONCLUSIONS

- The strategy program in **KARVY** is focused on new and old employees.
- Training program is conducted quarterly.



- HR planning principals& program in **KARVY** is based on the performance and seniority.
- The HRM planning program in **KARVY** is also the company response to new innovation and upcoming technologies.
- The goal of the program is mainly to improve the job related skills.
- It has been observed during the study that most of the employees expressed the need for each employee to attend the training program least once in a year.
- Most of the trainees supported external faculty rather than internal.
- The job security is not been effected by the program being undergone.
- The training program is very much relevant to the present nature of work.

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