

MODEL OF HUMAN RESOURCE PLANNING FOR SUSTAINABLE CORRECT EMPLOYEES HIRE IN NIGERIAN ORGANIZATIONS

Okere Loveday, Ph.D
Professor of Management (HRM)
Faculty of Administration and Management
Department of Business Administration
Ignatius Ajuru University of Education, Rumuolumeni
Port Harcourt, Rivers State, Nigeria.
E-mail: okereloveday22@gmail.com

And

Ijeoma, Chinwe Onunka
Abia State Ministry of Information
Umuahia, Abia State, Nigeria.
E-mail: ijeomaonuka83@gmail.com

Abstract

The study is about model of human resource planning, the process by which organizations anticipate future staffing needs and plan programmes to ensure that the correct number and type of employees are available when they are needed. The study adopted literature survey method to gather information from the past researches related to this area of the present investigation. The study revealed that model of human resource planning include collecting information, forecast demand and supply of human resources, plan and conduct needed programmes, and feedback on planning process. The study also recommended that human resource planners should be aware of labour-market conditions such as unemployment rates, skill availabilities, and the age distribution of the labour force.

Key-Words: *Human Resource Planning, Employees, Organizations, Human Resource Planners, Management.*

Introduction

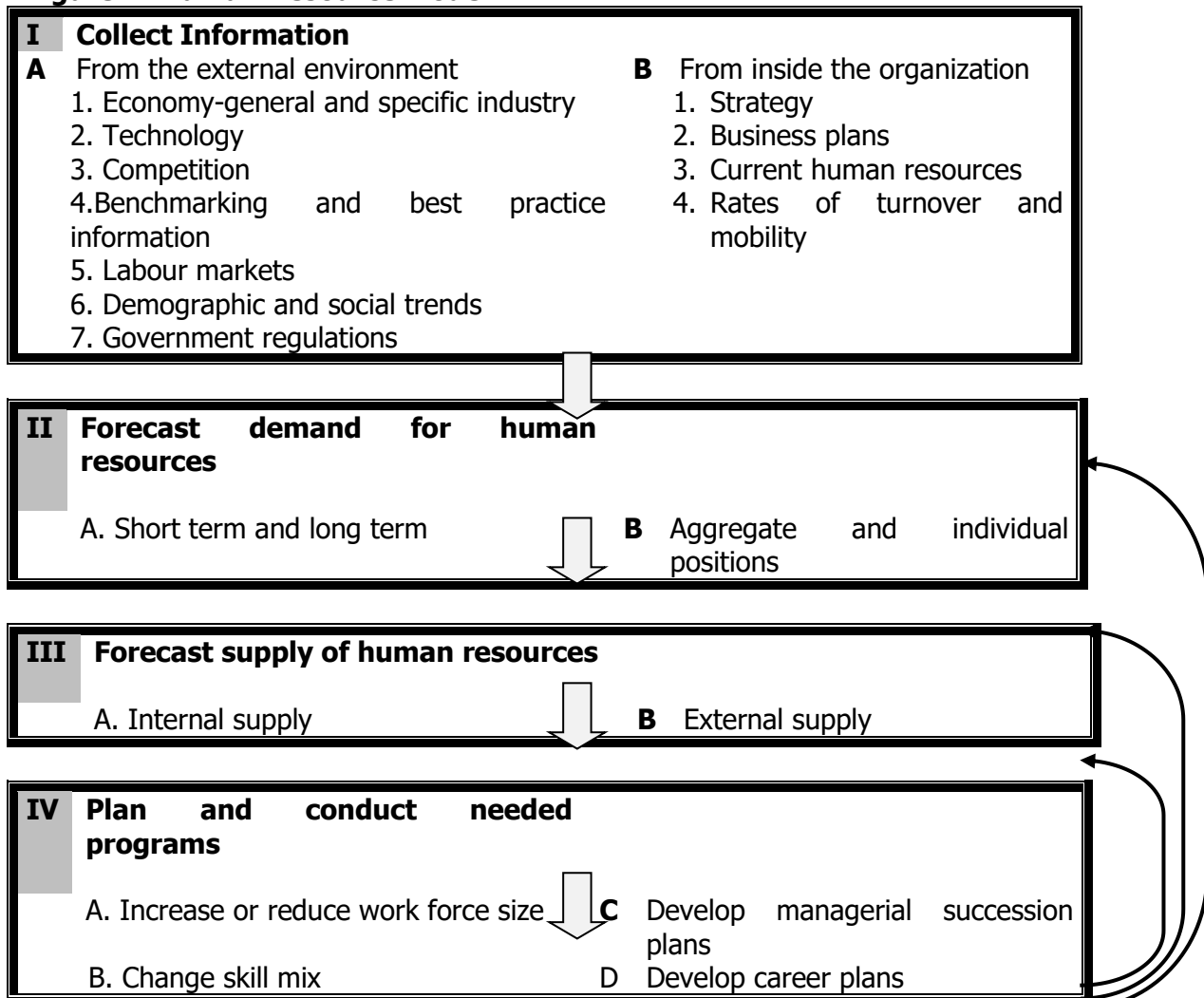
Human resource planning is an activity that directly links human resource management to organizational strategy. It is concerned with setting out the size, quality and nature of the workforce in order to meet corporate objectives (Eugene and Nic, 2002). In general terms, human resource planning is the base upon which effective human resource management is constructed. More specifically, human resource planning involves forecasting personnel needs for the organization and planning the steps necessary to meet these needs Randall et al (1989). Human resource planning consists of developing and implementing plans and programmes to ensure that the right number and type of individuals are available at the right time and place to fulfill organizational needs (Ulrich, 1988). As such, Milkovich et al (1983), posit that personnel planning is directly tied to strategic business planning. Thus, personnel planning helps ensure that organizations fulfill their business plans, that is plans that chart the organization's future regarding financial objectives, output goals, product mix, technologies, and resource requirements. Also, Okere (2019) said human resource planning is concerned with the flow of people into, through, and out of an organization. Human resource planning involves anticipating the need for labour and the supply of labour and then planning the programmes necessary to ensure that the organization will have the right mix of employees and skills when and where they are needed (Todd, 2000). Thus, an organization would not build a new plant, conduct the ribbon-cutting ceremony, and then begin to worry about how to staff the facility. A company cannot hire several hundred engineers and get them on board overnight, nor can it develop management talent in just a few weeks. According to Randall and James (1990) foresight is necessary to ensure that appropriately qualified staff will be available to implement an organization's future plans. The tighter the labour

market, the more forward planning is required to avoid future problems due to understaffing. On the other hand, Todd (2000) believed that planning ahead in a declining economy is also critical in minimizing expensive overstaffing and possible layoffs. Eugene and Nic (2002) demonstrate that employee resourcing, the process of acquiring and utilizing human resources in the organization, consists of a number of specialist activities that need to act in harmony to ensure that human resources of the right quantity and quality are available to meet the overall objectives of the company. Cynthia et al (2003) also suggest that global human resource team should be formed to help the organization meet its goal of becoming the best truly global consumer products company. Top human resource managers and key senior line managers should work together on the team to translate business plans into human resource plans that would support organizational excellence. On this note, strategic initiatives should be adopted in recruitment, selection, development, individual performance management, team performance management, career planning, diversity, employee attitude surveys, and employee communication (Dave, 1992; Brain et al, 1992).

Model for Human Resource Planning

According to Cynthia et al (2003) the first step in human resource planning is to collect information. A forecast or plan cannot be any better than the data on which it is based. Human resource planning says Emily (1990) requires two types of information: data from the external environment and data from inside the organization as shown in figure 1.

Figure 1: Human Resource Model.



V Feedback on planning process

A. Week forecasts accurate?

B Did programs meet needs?

Data from the external environment include information on current conditions and predicted changes in the general economy, the economy of the specific industry, relevant technology, and competitor firms. Any of these may affect the organization's business direction and volume, and thus the need for human resources. Human resource planners must be aware of labour-market conditions such as unemployment rates, skill availability, and the age distribution of the labour force. Also, planners need to be aware of federal and state regulations, those that directly affect staffing practices, such as affirmative action or retirement age Legislation, and those that indirectly affect demand for services or ability to pay staff. Martel and Langdon (2001) observed that a systematic programme of environmental scanning will help an organization anticipate what is likely to happen and prepare for shifts in the external environment. External benchmarking data according to Lorenz (1988); Laabs (1996) also can be useful in human resource planning. One might, for instance, discover that other companies are doing the same work with fewer people, which could lead to a consideration of more efficient ways to work. The second major type of information comes from inside the organization. Internal information includes short and long-term organizational plans and strategies. Obviously, plans to build, close, or automate facilities will have human resource implications, as will plans to modify the organization's structure, buy or sell businesses, and enter or withdraw from markets. A decision to compete on the basis of low cost rather than personalized service also will have staffing implications. Finally, information is needed on the current state of human resources in the organization, such as how many individuals are employed in each job and location, their skill levels, and how many are expected to change positions or depart the organization during the forecast period (Cynthia et al, 2003). Once planners have the external and internal information they need, they can forecast the future demand for employees. Eugene and Nic (2002) defined demand for human resources, as the number of staff required to meet the organization's future needs as well as the composition of the workforce in terms of the necessary skills. For example, an expansion of the organization's activities could result in recruiting extra staff with the appropriate skills. On the other hand, an organization may be planning to reduce staffing levels because of an anticipated fall in the demand for the company's product(s). Of course rationalization of staff levels could also be prompted by other considerations, such as scope to cut costs or improve working practices, which offers the opportunity to maintain the existing output, or in some cases to increase output, with fewer employees. At a minimum, this forecast includes estimating the number of employees who will be needed in the coming year. Long-term demand forecasts also may be made. Next, Planners forecast the supply of employees and their skills and promotability, as well as the probable availability of potential new employees with requisite skills in the external labour market. The final step in human resource planning is to plan specific programmes to ensure that supply will match demand in the future. These programmes often include recruiting plans and also may include training and development activities, incentives or disincentives to early retirement, modifications of career paths in the organization, or a variety of other human resource management programmes. Cynthia et al (2003) maintained that if demand or supply forecasts have not been as accurate as desired, forecasting processes can be improved in subsequent years. Similarly, if programmes prove to be inadequate or inappropriate, they can be modified.

Who Plans?

Traditionally says Cynthia et al (2003) human resource planning is usually initiated and managed by the human resource department. However, since information is needed from all parts of the organization, line managers must be involved in the human resource planning process, with some planning methods requiring more manager involvement than others (Okere, 2019). Strategic human resource planning involves top management as well as human resource experts and may

rely on information from many levels of management. Todd (2000) stressed that not all organizations engage in human resource forecasting and planning, although more and more are doing so each year. As with many other human resource activities, larger firms are more likely than smaller ones to have human resource planning systems (Harvey et al, (1980). Because of the large number of individuals involved, the military has been a leader in the development of sophisticated human resource planning systems (Cynthia et al, 2003).

Who is Planned For?

In designing a human resource planning system, there are several choices regarding who to plan for. One choice is to plan at the aggregate level, for jobs or job families (Cynthia et al, 2003). This type of planning is typically used for jobs with multiple incumbents and for jobs at or below the middle management level. An organization may forecast that 35 electrical engineers will be needed at a particular organization or that a total of 2,100 registered nurses will be required. The focus is on the number of persons needed for a job or job category, not on identifying the specific individuals who will fill the positions. Many large companies plan for each job or job family, but this may not always be necessary. The alternative is to plan only for those jobs that logic or experience indicates are problematic. For instance, a large manufacturer may need to plan carefully for scientists and engineers if there is a chronic shortage of these professionals. But the manufacturer may find that it does not need to engage in long-range planning for janitors or assembly personnel if they can be hired and trained quickly when demand increase (Eugene and Nic, 2002). Also, some firms have developed a workforce planning system that is based on pivotal roles, that is, jobs that have the greatest strategic importance in each of its businesses (Okere, 2019). All other jobs are considered support roles and are less central to future business success (Laabs, 1996). The pivotal roles identified sometimes do surprise some employees, that is, traditionally important top management and engineering jobs are not always pivotal in the new competitive organizations faces. Instead, the jobs of national account manager, customer service representative and meter reader are among those identified as critical for planning purposes. Also, in addition to aggregate planning, or instead of it many organizations plan at the individual level. For important jobs, particularly upper-management positions, these organizations identify specific employees who are likely successors when a position becomes vacant due to promotion or retirement (Okere, 2019). A succession plan for a top managerial position might identify from one to three possible replacements and specify the additional training and experience each needs to become fully qualified for that position in the future (Cynthia et al, 2003).

Where is Planning Done?

According to Cynthia et al, (2003) an organization mounts a major planning effort once a year, but modifications can be made on the basis of new information throughout the year. For instance, an unexpected business downturn would indicate that near-term recruiting plans should be reconsidered. The appearance of a problem in staffing or a new strategic initiative also may trigger the need for further planning. A large organization in the midst of downsizing may run its computerized planning models every few weeks to monitor changes made through voluntary attrition, enhanced retirement packages, and layoffs (Sussan and Randall, 1990; Burack and Mathys, 1996). The planning process can focus on one for several time horizons (Burack and Mathys, 1996). For example, organizations at the elementary stage of development of the human resource planning function typically plan for the short-term, that is, just one year in advance and with particular emphasis on recruitment or downsizing needs. Likewise, those operating in a very turbulent and unpredictable environment might limit their planning to relatively near-term future. Organizations that have more experience in human resource planning, have more complex needs, and operate in a more stable environment might also plan for the intermediate term that is two to three years out. Susan and Randall (1990); Burack and Mathys (1996), argued that some organizations engage in long-range human resource planning, that is, more than three years into

the future. Plans for executive succession and the development of high-potential managers often incorporate these longer time horizons.

Research Method Applied

The research applied literature survey method to obtain necessary information required for the present study. This means secondary sources of data collection were applied; that is, past studies were reviewed, and analyzed qualitatively.

Conclusions

Researchers have suggested that organizations must plan for human resources. Otherwise, they run the risk of having (1) employees of insufficient skill or number to meet the organization's needs or (2) an excess of costly employees whose pay and benefits eat into profits. Human resource planning is based on information about the organization's internal and external environments, and on assumptions about what will happen in these environments in the future. Planning may be at the aggregate level of jobs or job families or at the individual level, as in the planning of managerial succession and development. Model of human resource planning include collecting information, forecasting demand and supply of human resources, plan and conduct needed programmes, and feedback on planning process. Human resource planners also gather information on relevant external labour markets to determine the availability of potential new employees. Human resource planners also predicts the future internal supply of labour, drawing on skills inventories, human resource information systems etc to make their forecasts. After both demand and supply forecasts are made, planners reconcile the two to determine areas in which more or fewer employees will be needed. Then they design programmes to increase or reduce the size of the workforce or to change employees' skills to match the forecasted needs. A number of alternatives for dealing with employee shortages and surpluses are available. Through careful planning, an organization can anticipate needs and implement programmes to meet them before the needs actually materialized and cause problems for the organization. Succession planning ensures the supply of qualified and experienced top managers for the future. In designing a human resource planning system, there are several choices regarding whom to plan for. One choice is to plan at the aggregate level, for the jobs or job families. In addition to aggregate planning, many organizations plan at the individual level. Usually, an organization mounts a major planning effort once a year, but modifications can be made on the basis of new information throughout the year. The planning process can focus on one of several time horizons, such as short-term, intermediate or long-term.

Recommendations

For effective human resource planning, organizations in Nigeria can focus attention on the following recommendations.

1. Human resource planners should be aware of labour market conditions such as unemployment rates, skill availabilities, and the age distribution of the labour force.
2. Human resource experts can take on a strategic role in collaboration with top management team to plan a strategy for the organization that capitalizes on or builds the firm's unique human resource competencies.
3. Organizations should adopt initiatives to broaden its recruiting base; however, it should work hard at retaining and motivating current employees. To this end, changes are to be made in career paths, job responsibilities, work teams, and reward systems.
4. The first step in human resource planning should be to collect information or data from external environment and data from inside the organization.
5. Planners need to be aware of federal and state regulations, especially those that directly affect staffing practices, such as affirmative action or retirement age legislation, and those that indirectly affect demand for services or ability to pay staff.

6. Once planners have the external and internal information they need, they can forecast the future demand for employees. This forecast includes estimating the number of employees who will be needed in the coming year. Also, planners should forecast the internal supply of labour, that is internal supply of employees and their skills and promotability, as well as the probable availability of potential new employees with requisite skills in the external labour market.
7. Nigerian organizations should plan specific programmes to ensure that supply matches with demand in the future.

References

- Brain, J. S., John, W. B. and George, E. D. (1992): Human resource planning. Human resource management, 31, 81 – 93.
- Burack, E. H. and Mathys, N. J. (1996): Human resource planning: A pragmatic approach to manpower staffing and development. North-brook, III: Brace-Park.
- Cynthia, D. F., Lyle, F. S. and James, B. S. (2003): Human resource management. New York: Houghton Mifflin company.
- Dave (1992): Strategic and human resource planning: linking customers and employees. Human resource planning, 15, (2), 47 – 62.
- Emily, S. B. (1990): Strategic use of environmental scanning data, in human resource forecasting and strategy development, ed. Manual h, Emily, S. B. and John, F. New York: Quorum, 29 – 37.
- Eugene, M. and Nic, B. (2002): Human resource management. New York, Pearson education.
- Harvey, K.; Harold, L. P., John, S. H. and Amy, L. (1980): Human resource planning activities in US firms. Human resource planning, 3, 53 – 66.
- Lorenz, P. S. (1988): Environmental scanning, in human resource management: evolving roles and responsibilities, ed. L Dyer. Washington, D.C.: BNA Books, 88 – 124.
- Martel, J. L. and Langdon, D. S. (2001): The job market in 2000: slowing down as the year ended. Monthly labour review, 3 – 20.
- Milkovich, G. Dyer, L. and Mahaney, T. (1983): The State of practice and research in human resources planning. Washington D.C: Bureau of National Affairs.
- Okere, L. (2019): Human resource management. Port Harcourt, Sambiz publications.
- Randall, S. S. and James, W. W. (1990): Human resources strategy: focusing on issues and actions. Organizational dynamics, 4 – 19.
- Randall, S. S., Nicholas, J. B. and Stuart, A. Y. (1989): Effective personnel management. New York: West publishing company.
- Susan, E. J. and Randall, S. S. (1990): Human resource planning: Challenges for industrial/organizational psychologists. American psychologist, 223 – 239.

Todd, R. (2000): Behind the nursing shortage. Workforce.

Ulrich, D. (1988): Strategic human resource planning: How and Why? St Paul: West.