A STUDY ON HR PLANNING – KARVY

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Abstract: The main purposes of this study are to explore the extent to which public Jordanian universities have adopted Human Resource Information System (HR PLANNING) and to examine the current HR PLANNING uses, benefits and barriers in these universities. A structured questionnaire was constructed based on other previous studies, it also pre-tested, modified and translated to capture data from HR PLANNING users in Jordanian universities. The main findings of this study reveled that the quick response and access to information were the main benefits of HR PLANNING implementation. While the insufficient financial support; difficulty in changing the organization's culture and lack of commitment from top managers were the main HR PLANNING implementation barriers. The present study provides some insights into the performance and applications of HR PLANNING in Jordanian universities that could help Human Resource Management (HRM) practitioners to get a better understanding of the current HR PLANNING uses, benefits and problems, which in turn, will improve the effectiveness of HR PLANNING.

Scholars in many disciplines have considered the antecedents and consequences of various forms of trust. This paper generates 11 propositions exploring the relationship between Human Resource Information Systems (HR PLANNING) and the trust an individual places in the inanimate technology (technology trust) and models the effect of those relationships on HR PLANNING implementation success. Specifically, organizational, technological, and user factors are considered and modeled to generate a set of testable propositions that can subsequently be investigated in various organizational settings. Eleven propositions are offered suggesting that organizational trust, pooled interdependence, organizational community, organizational culture, technology adoption, technology utility, technology usability, socialization, sensitivity to privacy, and predisposition to trust influence an individual's level of trust in the HR PLANNING technology (technology trust) and ultimately the success of an HR PLANNING implementation process. A summary of the relationships between the key constructs in the model and recommendations for future research are provided.

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1. Introduction

Planning is very important to our everyday activities. Several definitions have been given by different writers what planning is all about and its importance to achieving our objectives. It is amazing that this important part of HR is mostly ignored in HR in most organizations because those at the top do not know the value of HR planning. Organizations that do not plan for the future have less opportunities to survive the competition ahead. This article will discuss the importance of HR planning; the six steps of HR planning that is: Forecasting; inventory, audit, HR Resource Plan; Actioning of Plan; Monitoring and Control.

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

Planning is not as easy as one might think because it requires a concerted effort to come up with a programme that would easy your work. Commencing is complicated, but once you start and finish it you have a smile because everything moves smoothly.

Planning is a process that have to be commenced form somewhere and completed for a purpose. It involves gathering information that would enable managers and supervisors to make sound decisions. The information obtained is also utilized to make better actions for achieving the objectives of the Organization. There are many factors that you have to look into when deciding on an HR Planning programme.

HR Planning involves gathering information, making objectives, and making decisions to enable the organization achieve its objectives. Surprisingly, this aspect of HR is one of the most neglected in the HR field. When HR Planning is applied properly in the field of HR Management, it would assist to address the following questions:

1. How many staff does the Organization have?

2. What type of employees as far as skills and abilities does the Company have?

3. How should the Organization best utilize the available resources?

4. How can the Company keep its employees?

HR planning makes the organization move and succeed in the 21st Century that we are in. Human Resources Practitioners who prepare the HR Planning programme would assist the Organization to manage its staff strategically. The programme assist to direct the actions of HR department.

The programme does not assist the Organization only, but it will also facilitate the career planning of the employees and assist them to achieve the objectives as well. This augment motivation and the Organization would become a good place to work. HR Planning forms an important part of Management information system.

HR has an enormous task keeping pace with the all the changes and ensuring that the right people are available to the Organization at the right time. It is changes to the composition of the workforce that force managers to pay attention to HR planning. The changes in the composition of the workforce not only influence the appointment of staff, but also the methods of selection, training, compensation and motivation. It becomes very critical when Organizations merge, plants are relocated, and activities are scaled down due to financial problems.

Scope Of the Study

One of the main functions of personnel management in industrial organizations is to impart programmers to its employees.

HRM plays a large part in determining the effectiveness and efficiency of the establishment. Increase in productivity is possible only when there is an increase in the quantity of output. It applies not only to new employees but also to experienced people. It can help employees and employers to increase their level of performance and to develop skills and knowledge on their present job assignments.

Need for basic purposes of HRM HR planning:

1) To increase productivity.

2) To improve quality.

3) To help a company fulfill its future personnel needs.

4) To improve organizational climate.

5) To improve health & safety.

6) Obsolescence prevention.

7) Personal growth.

2. 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

•   On an average, every employee at Nutrient undergoes at least 2 training programmers for a financial year and the employer in HR planning requires the executive development programmers at the time of intensive competition.

•   So, the study is aimed to know the adequacy of training given to employees and employers.

•   To know whether employees and employers are having enthusiasm in knowing about training and development programmers, training plans, implementation, and participation.

•   To suggest appropriate techniques and modification in training to achieve corporate goals.

Development to employers arises due to providing technical skills and conceptual skills to non-technical managers and managerial skills and conceptual skills to technical managers.

Research Instrument:

In order to collect the data from the people in organization the research instrument used is QUESTIONNAIRE.

A structured questionnaire has been designed, consisting of Closed Ended questions. All the questions are objective. Questionnaire does not contain any column for personal details of the people in Karvy Ltd.,

Questionnaire is designed for employees and employers containing 12 questions respectively. The questions are framed consisting of different factors. Both positive and negative questions are included to reduce the bias.

Data Sources

Data can be broadly classified as:

1) Primary data.

2) Secondary data.

Primary data

Primary data is obtained through observation, questionnaires, and   personal interviews.

Secondary Data

Secondary data is obtained through various,

Management books

Journals

Newspapers and Internet web: www.karvy.com

Sampling

Sampling is always necessary to collect data from the whole organization. A small representative sample may serve the purpose. Sample means "A Group Taken From a Large Lot". This small group should be miniature cross-section and really "Representative" in character. This selection process is called Sampling .SAMPLE SIZE

Sample is device for learning about masses by observing a few individuals, that selected sample is "100".

Sample Planning

Sample planning consists of four major parts they are.

•   Sample Unit: Employees of KARVY.

•   Sample Size: 100

•   Population : 598

•   Sample frame: Employees of heritage foods, Hyderabad

•   Sample procedure: Convenience Sampling

Sampling Method

The various methods of sampling can be grouped under 2 broad heads:

Probability Sampling (Random)

The method adopted here is Random Sampling Method. A Random sample is one where each item in the universe has an equal chance of known opportunity of being selected.

Non Probability Sampling (Non Random)

The method does not provide every item in the universe with a known chance of being included in the sample. The selection process is at least particularly subjective.

3. Limitations of The Study

1.Firstly the respondents were not available readily and the data were collected as per the convenience of the respondents.

2.Secondly the sample of 100 respondents was given by the organization hence appropriate sample technique was not applied for selecting the respondents.

3.Thirdly, time is also one of constraints. Duration of 45 days is not sufficient to cover all the aspects of the study.

For the above limitation the study conducted may not give the true representation of the entire organization.

4. 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 stern 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.

HR Resource Plan

Here we look at career Planning and HR plans. People are the greatest asserts in any Organization. The Organization is at liberty to develop its staff at full pace in the way ideally suited to their individual capacities.

The main reason is that the Organization's objectives should be aligned as near as possible, or matched, in order to give optimum scope for the developing potential of its employees. Therefore, career planning may also be referred to as HR Planning or succession planning.

The questions that should concern us are:

a) Are we making use of the available talent we have in the Organization, and have we an enough provision for the future?

b) Are employees satisfied with our care of their growth in terms of advancing their career?

Assignment of individuals to planned future posts enables the administration to ensure that these individuals may be suitably prepared in advance.

Strategic HR Planning Today

In these times of great economic turbulence, the importance of human resource planning is more apparent than ever. A short-sighted lay-off, intended to temporarily reduce overhead, can result in much heavier long-term costs. You may one day regret letting people go when you're spending time and money to hire and train new staff. Plus, you lose profits when you lose experienced, knowledgeable employees.

In contrast, a smart human resources plan encourages your organization to keep a longer view of things and retain talent so that, once this economic upheaval has calmed down, you'll have a committed team intact.

5. Data Analysis and 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
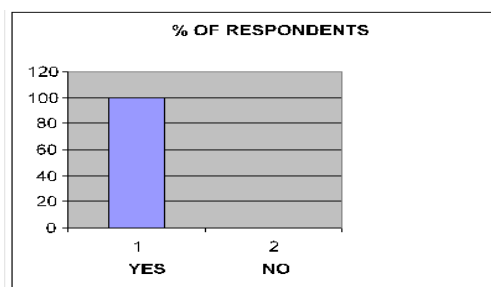
Interpretation:

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
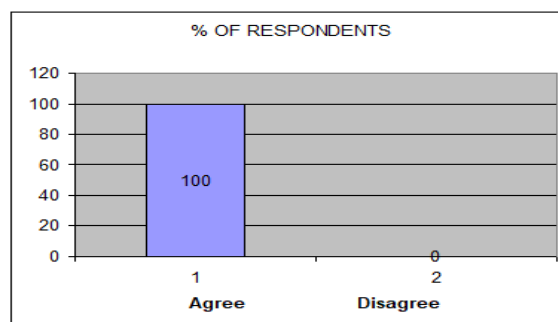
Interpretation:

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

% OF RESPONDENTS
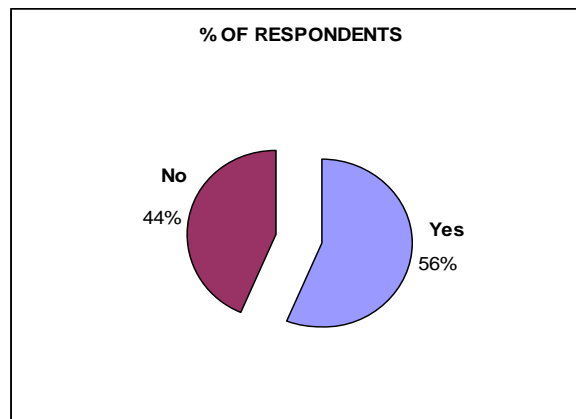
Interpretation:

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.

Findings

➢ The HRM Planning program may be arranged so that each of the employees undergoes it at least once in a year.
➢ The training sessions should be handled by both the internal and   external faculty so that it provides more comfort and also the knowledge of the external environment.
➢ The modern methods of HRM planning should be used so as to have a competitive edge in the marketplace.
➢ The organization should also have high emphasis on the accuracy of performance in the program.
➢ Training should be given to all groups at all levels to improve the efficiency on the whole.
➢ The HRM planning conducted should be need training programs for improvement of the skills and the knowledge.
➢ All the employees should be provided a minimum and basic technical knowledge.

SUGGESTIONS

The conclusions so far drawn from the study tempts to offer the following suggestions for making the organization ready for empowerment. The conclusions drawn above convince anybody to identify the following areas to chart out training programs for the executives to make them completely ready for empowerment.

1. A general training program covering the importance of and need for employee empowerment in the light of global competition is to be designed in brainstorming session involving internal and external experts.
2. The present study identifies the following areas in which training is to be undertaken.

✦ A training program may be undertaken for Executives in general and to Senior Executives in particular to convince and make them accept the empowerment concept.
✦ Executives working in technical areas to be trained effectively in the areas of their role and interpersonal dependence and relations to make empowerment more fruitful.

✦ A training program may be undertaken about "Shared Leadership" which brings high morale and high productivity and makes the empowerment a success.

3. The subordinate staff who is going to be empowered must be ready to take up this responsibility. A study is to be conducted among the subordinate staff to find out their readiness to discharge the new roles under this empowerment program. This helps in identifying the training areas, to make the subordinate staff completely ready for undertaking empowerment.

6.Conclusion

- ➢ The strategy program in KARVY is focused on new and old employees.
- ➢ Training programs are conducted quarterly.
- ➢ HR planning principals& program in KARVY is based on performance and seniority.
- ➢ The HRM planning program in KARVY is also the company response to innovation and upcoming technologies.
- ➢ The goal of the program is mainly to improve 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 affected by the program being undergone.
- ➢ The training program is very much relevant to the present nature of work.

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