



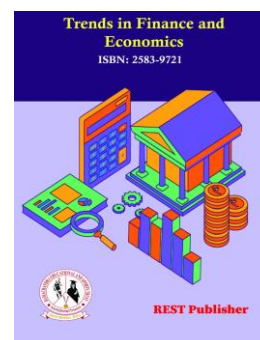
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# A Study On Role and Impact of HR Planning in Recruitment and Selection

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**Abstract:** Human resource management is an essential function in every organization as it enhances its overall efficiency and effectiveness through the smooth running of all the activities and operations carried out in the organization. It falls under one of the major components of the management function, which is staffing, the other ones being planning, organizing, coordination, and controlling. The human resource in an organization is a valuable asset that determines the success or failure of the organization through their efforts towards utilizing other assets in the company. It is, however, only through their proper management that maximum efficiency, effectiveness, and profitability can be achieved. This piece of work discusses various aspects associated with human resource management, with much emphasis being given to planning, recruitment and selection processes. The article takes a theoretical view of the concept of HR planning in the context of recruitment and selection process; highlights the challenges facing the HR planners and their role in recruitment and selection process. It concludes with recommendations aimed at making HR planning more effective and result-oriented when tied to recruitment and selection process in the organization.

**Keywords:** Planning, Coordination, Controlling, Profitability. Communication. Labour Market. Recruitment etc....

## 1. INTRODUCTION

Human resource planning plays a significant role in determining the demand and supply factors of labour as well as the problems that are associated with the resolution of these factors. Human resource planning is influenced by an organization's short-term as well as long-term operational and development needs. Human resource management is the strategic and coherent approach to the management of an organization's most valued assets, that is, the people who individually and collectively contributes to the achievement of the objectives of the organization.

At the start of the 21st century, there were increasing claims that the route to competitive advantage is achieved through people. In a situation where identical non-people resources in the form of finance, raw materials, plants, technology, hardware and software are made available to competing organizations differences in economic performance between organizations must be attributed to differences in the performance of people. For senior managers in an organization whose task it is to plan a response to the pressure for continuous changes, the attraction, recruitment and selection, utilization, development and future of the organization ought to be consistent with line functions such as finance, marketing and production etc. in the course of drawing strategic plans. Either explicit or implicitly, all organizational strategies will contain human resource aspect. There are however, a long-run debate on whether human resource managers should have an input in the process of strategy making. A crucial element and the crux of the matter in this is the degree to which a link exists between human resource practices and performance of an organization.

This article is geared towards establishing the importance and role and impact of human resource planning as a corporate activity that drives other human resource functions notably recruitment and selection process.

### Objectives:

- To provides the best individuals for the organization in selection and recruitment process

- To Attract Skilled individuals
- To Aligned Hiring Process
- To Reduce Employee turnover
- To Encourage Carrier growth

## 2. ROLE OF HR PLANNING IN FACILITATING RECRUITMENT AND SELECTION PROCESS

**Facilitating the Pre-Recruitment Review:** The facilitating of the Pre-recruitment review involves providing advice on whether any internal staff should be considered for filling the new staffing need and if so, what process should be used in considering them; or providing advice on whether the new staffing need should involve giving opportunity to both internal and external applicants.

**Providing Expert Advice and Guidance:** This focuses on providing expert advice and guidance in the early stages of the recruitment particularly with defining the position, drafting the advertisement, identifying and advising on suitable channels for advertisement, arranging for the announcement to be placed through the agreed channels, and advising on the composition of the selection committee and allied matters.

**Functioning as an Expert Adviser to the Selection Committee:** The HR planner functions as an expert adviser to the selection committee throughout the entire selection process particularly, by briefing the committee members on interview techniques and providing expert advice on the modalities, screening, shortlisting, and making final decision.

**Ensuring That Short-Listed Candidates Have Briefing Materials:** The focus is on providing materials prior to the interview about the venue, employment conditions and when appropriate, lifestyle issues, and ensuring that all their questions on these issues are resolved after the interview for successful candidates.

**Pre-Interview Briefing Materials:** HR planners should ensure that all shortlisted candidates are provided with an appropriate briefing package prior to their interview. The contents of the briefing package will depend on the nature of the position. All briefing packages should include information about the salary range for the position and a summary of key employment conditions and benefits. Candidates will need to make decisions and trade-offs regarding the relative importance of these factors if they are offered the position. HR planners must ensure that interviewees have the required information so that the candidate who is offered the position is able to make a fully informed decision whether to accept the offer or otherwise.

**Regional Stations' Capability for Recruitment:** HR planners may not be able to provide the full range of services needed for recruitment purposes across all duty stations in an organization, particularly in smaller regional and field locations. In such circumstances, it is important for HR planners to identify which services can be provided and which cannot, all in a bid to ensure hitch free implementation of the programme.

**Ensuring that all Post-Interview Procedures Are Managed Effectively:** The HR planner manages post-interview process effectively including those that affect the appointee's transition into her/his new role, workplace and duty station, and those that will sustain unsuccessful candidates' interest for future employment opportunities with the organization. HR planner adds value to the hiring process by tapping from the experience of other recruiters of consultants providing interview training on recruitment and selection process, and also looking at perceptions on the needs of the organization or department from the perspective of other experts outside the department or organization.

**Post Interview Issues:** Addressing candidates' personal issues are critical to successful recruitment. Some candidates may wish to raise some of the issues already discussed during the interview and other issues after the interview. HR planners should also ensure that all post-selection formalities are conducted effectively for unsuccessful candidates to guarantee future interest in the organization's recruitment and selection process.

**Future Practice in the organization's Recruitment and Selection Process:** HR planners need to reflect on the strengths and weaknesses of each selection process, develop necessary procedural changes for future recruitments (including prerecruitment action), and provide suggestions to the selection committee to make their task more objective and rewarding.

### 3. CHALLENGES, PROBLEMS AND ISSUES WITH HUMAN RESOURCE PLANNING

Human resource planning involves projecting how many people will be needed to fill position in an organization. This planning occurs in a changing environment. Organizations study their short-term and long-term needs in hiring new employees. Uncertain economic conditions such as trade competition and changes in technology are example of contingency that can make an organization to adjust its hiring needs.

Hiring new employees can be a challenging part of human resource planning. People can be complicated elements and working with them could portray harrowing experiences. Furthermore, one has to navigate through state and corporate rules, policies and procedures, and also deal with different types of personalities, needs and crises. Understanding some of these challenges one many faces in the course of human resource planning could help for hitch free HR planning when problem(s) arises:

**Employee Attitude:** The unfortunate side of human resource planning is dealing with difficult and problematic employees. As in life situation, workplace is staffed with different kinds of people coupled with other negative tendencies which employers must contend with. Human resource personnel are often called to assist with mediation, coaching and even disciplinary actions to foster harmonious and orderly work environment. To prevent hiring problematic employees, human resource planners must use valid and reliable screening instrument. However, it is important to keep documentation of the hiring process and clearly define expectations from the potential applicants.

**Workplace Diversity:** Companies must encourage absorption of different talents and skill sets from all spheres of life to promote expansion, globalization and progress. Diversity can help foster a productive and innovative work environment as blending of new ideas, different perspectives, as well as different approaches to work and problem-solving will not only be result-oriented but also rewarding to the employer.

**Mismatch Between Applicants' Skills and Jobs:** An organization may find it difficult to fill vacant positions and consequently engage the services of on consultant. This might be due to pressure or more demand within the organization and not because there is no available talent in the job market. Another reason is likely to be that the organization's recruiting strategies are not attracting the right talent. Being unable to fill positions necessary to achieve operational goals leaves an organization in a weak business position. Consequently, forecasting human resource needs should be supported with effective recruitment, replacement and retention policy framework.

**Environmental Factors:** Environmental issues are domiciled in an organization. Demographic changes affect the internal work climate. Differences in work value between generations, such as Baby Boomers and Generations X and Y, mean that employees have different preferences, motivations, interests, aspirations etc and these diverse inclinations have to be satisfied or addressed by the employer.

#### Impact of human resource planning in recruitment and selection process

HR planning has a significant impact on the selection and recruitment processes within an organization.

- **Strategic Alignment:** HR planning ensures that the recruitment and selection processes are aligned with the overall strategic goals of the organization. By forecasting future workforce needs, HR can tailor recruitment efforts to acquire the skills and talents required to achieve business objectives.
- **Talent Pool Development:** Through HR planning, organizations can identify and nurture a talent pool that aligns with future needs. This proactive approach allows for the development of internal talent, reducing the reliance on external recruitment for critical positions.
- **Efficient Resource Allocation:** HR planning helps in allocating resources efficiently for recruitment and selection activities. By budgeting and planning in advance, organizations can ensure that the necessary resources, including financial and human resources, are available to support the hiring process.
- **Reduction of Turnover and Skills Gaps:** Anticipating future skill requirements enables HR to take preventive measures to address potential turnover and skills gaps. By implementing strategies such as training, development, and succession planning, organizations can mitigate the impact of talent shortages and turnover on the business.
- **Improved Recruitment Strategies:** HR planning provides valuable insights into the types of skills and competencies needed. This information enhances the development of targeted recruitment strategies.

HR can focus on specific channels, platforms, and methods to attract candidates with the desired qualifications, reducing time-to-fill and improving the quality of hires.

#### **4. REVIEW LITERATURE**

According to Fajana (2002). Human resource planning deals with the systematic and continuing process of analysing a firm's human resource needs under mutating conditions and developing workforce policies suitable to the longer-term effectiveness of the organization. Planning involves the forecasting of human resource needs in organizations and designing appropriate actions such as recruitment, training and career development based on identified needs. Planning is carried out within the goals and general policy framework of the firm or agency. It is also affected by public policies, changes in technology and availability of manpower.

According to Cole (2002), and it is essential to the success of an organization's strategy. According to Reilly (2003), human resource planning procedures allow a company to estimate the demand for labour and assess the quantity, kind, and sources of supply that will primarily be needed to meet that demand.

According to Aslam et al. (2013), organizations that view human resource planning as a significant and integral component of their human resource management are very helpful in managing their human resource capital and may help them stand out from the competition in the market.

#### **5. CONCLUSION**

Recruitment is the phase that immediately precedes selection. Its purpose is to pave the way for the selection process by producing ideally the smallest number of candidates who appear to be eligible either in performing required tasks or developing the ability to do so within a period of time acceptable to the employing organization. The crux of the matter is that the employing organization should not waste resources in examining the credentials of people whose qualifications do not match the requirements of the job. This is clearly in the interest of both the employing organization and the applicants. The objective of a recruitment procedure is to attract genuinely suitable candidates and carefully examine their credentials in order to produce a shortlist for further screening in the selection process. By tying performance reviews, promotions and salary increases to specific corporate goals, human resource planners may truly measure employees' competency level, and alignment which requires a strong relationship between human resource management and business plans. This focus or paradigm should be reinforced when the company is recruiting and selecting new employees to ensure there is a balance between HR planning and corporate plans.

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