

Human Resources Planning as an Input for Strategic Direction

¹Dr. Unmekha Tare

¹Professor, SPIPS, Indore

²Dr. Danish Khan

²Assistant Professor, SPIPS, Indore

³Dr. Anubhuti Sharma

³Associate Professor, SPIPS, Indore

Abstract

HR arranging, as a critical movement and basically incorporating HR The executives, is the interaction by which an organization guarantees an adequate number of staff and satisfies the target of improving its human construction. It makes it possible to foresee future requirements based on factors like social commitment and overall profitability, as well as to figure out how many employees are needed at any given time, with the right qualifications or skills, and in the right positions now and in the future. Experts in strategy have emphasized the significance of clearly defining a company's strategic framework for years because it enables the company to establish its identity, purpose, and course. Simultaneously, this structure fills in as an instrument to fitting a more noteworthy part of the worth made from, for instance, the execution of more and better business development rehearses.

Keywords: Human Resources, Planning, Strategic Management.

Introduction

In recent times, the development of technology plays a crucial role in the growth of any organization, along with its financial and material resources. However, Human Resources (HR) must not be overlooked. The latter is crucial to any organization's efficiency, quality, and proper operation. This is where the term HR comes from to depict individuals who work in associations. In this way, considering the new difficulties confronting organizations, they must focus essentially on understanding human behavior in their work environment, as well as on their training and advancement.

The environment in which public and private modern organizations operate is one in which change is both constant and permanent. Instruments like HR strategic planning are a proactive way for organizations to face organizational actions because of the need for survival. They enable them, in one way or another, to foresee the future and advance their strategies. Mendoza et al., 2016) As per Vazquez and Zenea

(2017), consistent changes show to associations that it is key, for their developing and supported advancement, to have exceptionally able staff. The continuous search for new methods and tools that, supported by the competencies of workers and the new trends that govern the current labor market, facilitate an increase in the efficiency and quality of processes is essential to human capital management (HCM).

According to Amrutha and Geetha (2020), the company must take care of clearly articulating the common issues that prevent the achievement of the objectives of other plans and strategies, which have not been identified, in order to add value to the business through HR planning. This requires identifying structural issues that must be addressed by the organization through employee motivation, commitment, and modification. It's hard to find someone who doesn't think that organizations need to plan because it's so obvious and important. However, if the tools necessary to implement the planning processes are unavailable, it is even more challenging to do so in the organizations' human resources. Therefore, the primary goal of this study

is to demonstrate that strategic management is the primary input component for HR planning.

Methodology

Recent scientific literature reflects the documentary analysis of authors and consulting institutions used in the research.

Results And Discussion

As a means of underscoring their significance within these organizations, HR professionals have become increasingly interested in participating in strategic planning over the past two decades. As per Martell Sanchez (2021) vital arranging isn't just a critical device for the chief, it likewise suggests an intuitive cycle start to finish as well as the other way around in the association. Priorities and overall goals for the company are the responsibility of general management. Plans and budgets for the following period are created by the lower units, who then send them back down to the lower units for further refinement. The higher units then consolidate and correct the plans and budgets. Consequently, the establishment of a formal system for strategic planning raises strategic concerns at all organizational levels.

The company selects the option it thinks will be most effective in achieving the stated goals from a variety of other options. Typically, it is global planning for the long term.

The umbrella of HR practices, policies, and principles that make up strategic HR management can be thought of as preparing the organization to achieve its strategic goals. In an ideal scenario, these procedures and guidelines would form a system that is capable of attracting, training, motivating, and developing the required number of employees for an organization's efficient operation. González (2011) states that this can be extensively characterized as the most common way of examining HR needs, as the inward and outer conditions of the association change, and the utilization of the resulting proactive methodology to guarantee the accessibility of HR requested by the association.

Chiavenato (2011), states that the HR processes are: incorporate, put together, hold, create and

assess human ability. Because of their association, any adjustment of one of them impacts the others, taking care of new inspirations, consequently delivering changes and extension in the entire framework. Molina Ramrez et al. based on this theory; they (2018) propose that HR Management has five (5) processes.

PTH	PTH INDICATORS
(1) Provisioning subsystem	Recruitment and personnel selection
(2) Organizational subsystem	Design, description and evaluation of jobs
(3) Maintenance subsystem	Remuneration. Quality of life at work. Relationship with people. Age management.
(4) Development subsystem	Training and development of personnel
(5) Audit subsystem	Human resources information system

Figure 1 depicts these in detail.

The HR management model is based on previous research on the subject, which was analyzed in order to provide a solution to the research objective. The most important aspects of the various models analyzed are shown in Table 1.

Table 1: Key elements of the research consulted.

Models	Key elements
González and Cabrera (2010)	Strategies, contingencies and job design.
Urrutia (2013)	Key activities articulated to strategy, culture, policies and objectives.
Perez and Rondon (2017)	Organizational effectiveness. Job design, internal and external analysis.
Prado Gomez (2019)	Strategy and business philosophy. Situational factors. Task technologies. Internal and external analysis.
Matos et al. (2021)	Strategy, culture, policies and objectives.

Additionally, the HR Management Systems that were suggested by Rodelo, Bastidas (2020); Santos Cuesta (2021); 2021: Chiaven Rodelo Bastidas (2020); Cuesta Santos (2021); Chiavenato (2007); Ramez Vázquez (2017) The findings of the investigation indicate that the systemic process that Cuesta Santos (2021) proposes for HR

planning—which takes into account the main characteristics and current trends of HR management, the concept of Human Capital Management, and the strategies suggested by the National Bureau of Standardization— should be implemented by Cuban institutions (Figure 2).

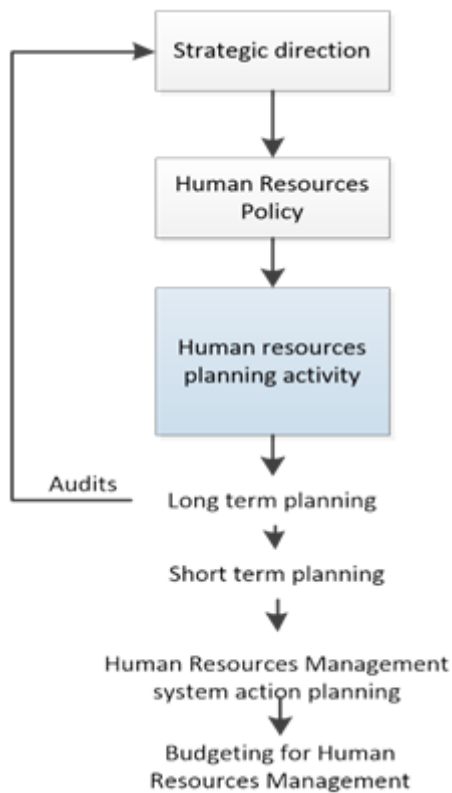


Figure 2: Systemic process involved in HR planning.

Figure 2 depicts several necessary inputs for the primary activity of HR management planning. Naturally, strategic management constitutes the initial input. HR policies and strategies are followed by the budget at this functional level of HR management. In this manner, the primary section to the arranging block is the hierarchical construction. Then, additional significant key HR management activities are entered, and as many as possible should be taken into consideration. The management planning will be able to be truly comprehensive and systemic as a result of this. Thompson et al. say that (2012), strategic direction is a methodical and ongoing process that improves the organization's overall understanding of its core objectives.

It makes it possible to pay more attention to changes, new opportunities, and developments

that could be dangerous. It offers suggestions for assessing requests. for the budget, capital expenditures, and new personnel. It permits to designate assets in regions that produce results and backing the procedure, it assists with bringing together the various choices connected with methodologies all through the association. Strategic management combats tendencies toward defensive and reactive decisions by fostering a more proactive managerial attitude. Different intellectual and expert distributions feature the benefit of organizing and obviously characterizing an organization's essential system. This permits the production of its character, reason and course, as an instrument by which the organization's fundamental qualities are sent to its partners (Bailey, 1996). According to Silva Murillo (2010) and Pedros and Gutiérrez (2012), the following ideas and components make up strategic management: as depicted in Figure 3, mission, vision, values, and strategic goals or objectives.



Figure 3: Elementary concepts that make up strategic management.

According to Collins and Porras (1996), a company's mission is the core ideology that determines an organization's enduring character and provides a consistent identity that transcends product life cycles or marketing cycles, technological advancements, management fads, and individual leaders.

The first attempt to empirically investigate the connection between mission statements and company performance was made in 1987 by Pearce and David. They looked to test the worth of the assertions by utilizing content examination to survey the parts of the assertions of Fortune 500 organizations. Although they assert that there are many variables that affect organizational performance, their findings do not suggest that the

inclusion of the proposed mission statement components directly improves organizational performance. A company can have a comprehensive mission statement and still experience a decline in sales and profits for a variety of reasons (Contreras-Pacheco et al., 2021).

According to Kirkpatrick (2017), an organization's vision is its desired positive impact. A formal description of the organization's long-term goal is called a vision statement. Contreras- Pacheco and Others According to several studies, businesses whose vision focuses on a desired future state are better prepared for change, as stated in 2021). The business is able to gain a competitive advantage when it has a clear vision that focuses on developing a culture of innovation as a fundamental pillar at all levels of the organization.

Contreras- Pacheco and coworkers as can be seen in Table 2, 2021), identified six variables that make it possible to comprehend the connections that exist between a company's mission, vision, competitive advantage, and innovative capacity. As a result of the preceding, every business, organization, or institution ought to take into consideration the fact that the work policies for the various areas ought to be coordinated and contribute to their strategic planning. As a guarantee of having all the key processes in place to achieve the set goals, HR planning must go hand in hand with these. They must be taken into account during personnel selection, training, and improvement. This enables employees to strengthen their sense of belonging and to understand why and for what they work.

Table 2: Structural Model and Relationship of The Variables Identified By Contreras-Pacheco Et Al

Variables		Structural Model
1	Positive relationship between the quality of the mission statement and the ability to permanently build a company's competitive advantage. In other words, a better quality of a company's mission statement is a clear indicator of its possession of competitive advantage.	<pre> graph TD Mission((Mission)) -- P1 --> CompetitiveAdvantage((Competitive Advantage)) Mission -- P2 --> InnovativeCapacity((Innovative capacity)) Vision((Vision)) -- P3 --> InnovativeCapacity Vision -- P4 --> CompetitiveAdvantage Mission -- P5 --> Vision InnovativeCapacity -- P6 --> CompetitiveAdvantage </pre>
2	Positive relationship between the quality of the mission statement and the innovative capacity of a company. In other words, a better quality of a company's mission statement is a clear indicator of a high innovative capacity.	
3	Positive relationship between the quality of the vision statement and the ability to permanently build a company's competitive advantage. In other words, a better quality of a company's stated vision is a clear indicator of its possession of competitive advantage.	
4	Positive relationship between the quality of the vision statement and the innovative capacity of a company. In other words, a better quality of a company's vision statement is a clear indicator of a high innovative capacity.	
5	Positive relationship between the qualities of a company's mission statement and the quality of its vision statement.	

6	Positive relationship between a company's innovative capacity and its competitive advantage.
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The company's strategic planning aims to improve the company's position and position it to compete in the market by identifying a number of essential factors that will contribute to its success. In order to accomplish this, the planning process provides an explicit formulation of the organization's mission, a commitment from the staff to that mission, and a plan of action.

That is tailored to the resources at hand. Personnel must be educated and trained as part of this. Because it provides the means to achieve the anticipated outcomes of the planning process, HR planning makes a substantial contribution to the process of strategic management.

Strategic and operational planning is used.

To determine HR demands and needs, which are then compared to existing requirements? Programs for recruitment, training, and reassignment are created for this purpose. The organization's long-term operational plans must serve as the foundation for any effective human resources plan. The degree to which the HR department is able to incorporate efficient workforce planning into the overall planning process of the company will determine its success.

Mendoza and others 2016), propose that a HR SWOT or HR SWOT matrix can be used to incorporate HR into strategic planning. This is due to the fact that the state of the organization changes as a result of the constant changes in the environment. It is also necessary to be aware of the social, demographic, and union environments, which have a direct impact on the internal environment of the work organization and employees.

The skill-based HR arranging process is considered as the powerful method for assessing the goals of the segment. Through it, the organization's internal and external aspects are looked at, the gap between what is actually happening and what is envisioned is looked at, and strategic, alternative,

and functional plans are made before the plan is put into action, which leads to the evaluation. This assessment is suggested as conditions change. A better understanding of the context in which HR decisions are and will be made can be gained through the diagnosis of the environment.

In this sense, there are a number of things to think about. For HR planning, things like how old the working population is, how often people move, how many people from minority groups are in the workforce, how many people are unemployed, how many women are in the workforce, and how much training they get are all important. According to Granjo (2008), it is essential for the company to identify its relevant labor market in its broadest sense without referring to any particular job position, which will be characterized by the geographic scope, the nature of the business and the competitive situation of the firm.

For Benito (2003), making an essential HR plan is an intense choice that demands a few investments of earlier reflection on its chance and conceivable outcomes of progress. A project of this kind requires two kinds of commitments: one, to the management of the company, and another, to the HR function and the team of professionals who develop it, very closely and directly. In any case, an undertaking should be created, since the advantages are more prominent than the proposed difficulties. Structural models that demonstrate good work performance can be created with this.

The following considerations must be made in order to carry out the strategic plan:

- Visualize every possible route that could take you from the current situation to the ideal one.
- Study from every angle—technical, human, economic, etc.—imaginable. all of the solutions suggested.
- Select those that appear to be capable of

achieving the goals and eliminate those that do not.

- Select the option that best fits the strategic HR plan.

The method by which the necessary competencies that are not currently available will be acquired should be included in the plan. In addition to the methods by which the company's existing competencies will be developed. This should be available in the essential targets and in connection with the organization's vision.

Conclusions

The study came to the conclusion that businesses should plan for human resources in accordance with the following principles:

- Connect each key HR Management activity to the company's strategic direction.
- To increase the contribution of each key HR management activity to the company's strategic management in order to have innovative, competitive workers who feel like they belong.
- To put into action each of the processes for human talent as part of a strategic goal.

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