

HUMAN RESOURCE PLANNING AND THE SUCCESS OF THE ORGANIZATION

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The human resource planning is the process by which the organizations anticipate and forecast the future requirements of staff and develops the programs to ensure the number and categories of employees at the right place and time. In order to fulfill its mission, the human resource planning must begin with identifying and recognizing the philosophy and missions of the organization, continuing the examination of the environment, assessing the strength and the weakness points, forecasting the organizing ability, establishing the objectives and the strategies, implementation and reviewing the plans. Based on the analysis of the information from the internal and external environment is done forecasting the demand and supply of personnel, information underlying at the base of preparing the human resources plans where is necessary: of recruitment, of disposal, retirement, development and training, of career development.

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Introduction

Planning the human resources achieves the link between the general objectives of the firm and the strategy of human resources. It is estimated the staff needs for the future (number of employees and qualities) and, depending on the available staff, are established plans through which can be covered this need.

Through the research, studying works of the specialists in the field and realizing case studies at Romanian commercial societies, SC TRANSGAL SA Galati, SC INTERTRANS SA Galati, SC FAN SA Galati, SC BONAROMA SRL Galati, SC ANCATERRA Bucharest, we proposed to determine the content of the forecast management of the human resources necessary, its integrations in the organization management, the most effective methods for forecasting the demand and of a future supply of labor depending on the size, specific and complexity of the activities, by the organization strategies and by different concrete situations in which the firm will be.

1. The purpose and necessity of planning the human resources.

The purpose of the human resources planning is to ensure the organization with the necessary staff, on types of adequate classification and the right time. The human resource Planning is having in view the staff movements towards the organization and from the organization towards outside.

Some of the considerations which require the human resource planning are:

- provision with staff of specialty and the managerial personnel necessary in the case: of developing, expansion, modernization, changing of technology, changing of the range of products etc;
- preventing the employment of staff over the needs of the organization;
- preventing the situations of un-occupying of some key options and of disrupting the organization activities;
- preventing overlaps, sub-loading and overloading the employees with tasks;
- providing the promotion opportunities for the own personnel and reducing the dependence of external recruitment of staff;
- ensuring the maintenance of a flexible organization of the personnel and preventing the offered risks by the firm's external environment which is constantly changing.

As inseparable part of the planning process of an enterprise, human resources planning can be considered the analysis process and identification of the personnel necessary on professions, qualifications, age, and sex. To do this are required more activities such as: identifying the professions and occupations which aren't covered with personnel, the pyramid analysis of the staff, analyzing the staff fluctuations on departments, comparing the requests with the availability of human resources of the organization²⁴¹.

Human resource planning starts with identifying and recognizing the philosophy and mission of the organization and continues with the examination of the external environment, assessing the strong and weak points, forecasting the ability to organize, establishing the objectives and strategies, implementing and reviewing plans. Planning the personnel objectives includes a set of activities that facilitates obtaining the necessary labor of sustaining the production effort, of an organization. It is based on an intense activity of analysis and forecast of the supply and

241 Cornescu, V., Bonciu, C., 1999, "The management of human resources", Ed. Three, Bucharest, p 15.

demand of work at the level of personnel category, of one service or of the organization as a whole²⁴². Planning the necessary of human resources involves identifying the exact number of the effective of persons on each compartment within an organization and uses it for a period to another. This effective is actually provided in terms of both humans of the necessity of human resources of each compartment, and of the global objectives of the organizations.

Human resource planning is based on accurate information, being adequate tot the organization specific and having as purpose providing the fulfilling of general objectives.

2. The planning process of the human resources

Before to engage ourselves in the planning process is necessary that in advance, to have access to the following basic information:

a. *The knowledge of the objectives and strategies of the organization* for the period covered by the plan, as well as of the objectives of each structural links. These objectives and strategies in general are viewing: extending or restricting the production of goods and existent services, diversifying the production, possible reorganizing of the major functions within the organization, introducing the modifications in the procedures and methods of production, increasing the profitability.

b. *The knowledge of the profile positions of employment*. The job profile includes a description of the sequence of the involved activities of each post (actual or future) as well as the qualification required to holders

c. *The knowledge of the labor characteristics* used in present in the organization. The personnel files must, in this case, to contain: general information concerning the effectives: name, age, sex, occupied post in present, nationality, languages spoken and written, full academic formation and formation (training) gained during the work, experience: the jobs previous occupied and the type of enterprise or experience acquired, assessing the performance and potential, projects of career of the individuals and their progress on payroll plan

As a whole, these processes include three main steps²⁴³:

1. The analysis of the effective characteristics existing and forecasting the effective movements (internal job offer, present and future).

2. The requisitions of the organization concerning the necessary perspectives for fulfilling the current tasks and of those that will be created (demand of wok in the interior of the organization).

3. The calculation of the positive and negative deviations between the internal supply and demand of organization to meet the future needs of effectives.

The internal offer of work – includes:

a. establishing the profile of characteristics actual effective, on categories of staff (workers, technicians, administrative staff, officials, etc) for each of the structural links. These features relates to: age, sex, level of schooling, experience, academic studies, actual and potential competence, aspirations;

b. trying to provide the number of individuals who will remain in the studied category during the upcoming months of the year or years to develop that plan.

The internal demand of work – includes:

- establishing an inventory of the currently held posts in present, in a given category, taking into account the qualifications required;

- calculation of the possible opening in this category: openings created as a result of increased volume of goods and services provided or trough a diversification of products and services, created trough a reorganization of the administrative structures or by introducing new technologies (automation of accounting activities oar those administrative);

- calculation of the number of posttest that can be dissolved after introducing new technologies, of an administrative of a tasks restructuring at the offices/workshops or a task modification or of hours of work etc;

- purchasing the data collected during previous stages in order to know the number of posts at the end of the period and of required qualification. Also it will be established the proportion of these jobs which will be effectively covered taking into account the financial resources.

Reconciling the supply and demand of work – supposes:

a. comparison the forecasts of the supply with those of the demand, establishing the deficits that must be covered and the surpluses that must be corrected;

b. scheduling some actions of recruitment, selection and training of the effectives employed or of reduction of the existent effectives;

c. provisioning a periodic review and of global assessment of the program

The plan of human resources, according to Aurel Manolescu concept²⁴⁴ is composed from: the recruitment plan, plan of preparation and perfection; plan of promotion.

242 Nicolescu O., Lefter V., 2004, "The managers and human resources management", Ed. Economic, p.134.

243 Mathis, R. L., Nica, P., C., Rusu, C., 1997, "Management of the human resources", Economic Ed. , Bucharest, p. 145.

244 Manolescu, A., 2001, "Management of the human resources", Economic ed., Bucharest, p. 123.

At developing the human resources plan it will take into account the main actors of influence and will be revealed the way in which they are putting conditions and acts on the plan. Among the most important factors of influence, may be mentioned: the technical progress, the level of resources, labor market, governmental regulations, the general economic situation, the policy of the internal and external partners; these factors work in close interdependence. Only taking into account these factors and the interdependences between them, it can develop a realistic plan and effective, oriented towards achieving the organizational objectives.

The planning process of the human resources must begin with the activity of collection of information, both from internal and external environment of the organization. The data from the interior of the organization are concerning the provisions strategic and tactical organizational, the growth prospects, technological change, product change, assortments, manufacturing lines, establishing of new activities, restrictions of some activities, concentration, aggregation, etc. Also the information on the number, structure and quality of labor existent in the organization, as well as the rates and causes of it fluctuations, are of great importance in planning the staff.

The information from the external environment of the organization refers to the internal policies in the scientific domain, education, cultural, etc., the factors from the economy and their trends, the technological situation at national and international level, the legal regulations, situation in which the evolution of the national and regional labor, the demographic trend and social, the situation and evolutions of the competitions and others. After collecting and analyzing the internal and external information of the organization, the specialists in planning the human resources will forecast the future demand of labor of it. The forecast of the personal demand will have in view the estimated necessary of an year, two or three, sometimes and on a period of five years. For the short period, of a year, the forecast will be more detailed, concerning each post and positions. After determining the future demand, the specialists in human resources will forecast the future supply of labor, having two major components: internal supply of staff, having as base the existent promotion of the personnel and the possibility of retraining; the external supply from the work force market, through the offices of labor distribution, by transfer to other firms, from schools, universities, other forms of education etc.

Developing of each forecast in the domain of human resources is based on technological, financial, on those concerning the market, human potential and material of organization. The analysis and assessment of the results constitutes a mechanism of self-planning of human resources, serving at identifying the optimal strategies of action.

3. Forecast of human resources

Forecast of human resources is influenced by the activity domain at which refers, by the sphere of coverage and by the chosen horizon. Elaborating the forecast of human resources must ensure the compliance to some requirements: such as accurate knowledge of reality, the existence of data passed on periods of sufficient length, eliminating from the calculation the calculation of data with accidental character concomitant use of several methods of forecasting. In this context appears the question: "Can a manager to know the future in the human resources domain?"

The answer is yes, but no absolute, in the sense that the actual speed of progress of the phenomena economic and social is extremely big, and the technical scientific as well. In this sense, any manager of human resources must continuously inform concerning these changes (especially on the supply and demand of labor and at competition) for not to be taken by surprise and making decisions inappropriate of lack of information.

The objectives of the firm are the point of leaving of any forecast of the human resources, whereas on the basis of this are effectuated the inventory of available resources, and establishing the necessary is performed by professionals, training, performances, with the help of capable people from the inside and outside of the organization.

Regarding the human resources planning, the objectives if these are following:

- identifying the issues concerning the personnel effectives, before to appear in the form of a short term crisis, medium or long;

- identifying the uncertainties to which it is possible to cope with which reflects on the qualitative and quantitative necessary of human resources;

- maintaining of a flexible organization of personnel to cope with the changes that occurs in the enterprises activity;

 - analyzing the existent situation in firm concerning the posts of work and human resources;

 - developing the forecasts in relation to the necessary of human resources of the organizations;

 - adopting on short term, medium or long of the necessary of human resources in relation to the number of existing human resources and with the strategic objectives of the firm.

3.1. Used methods for determining the necessary of human resources

In the literature of specialty and in the practice of economic units are presented different methods for determining the necessary of staff, like this:

Methods of regression, which establishes certain relationships between the effectives of workers (under qualitative and quantitative aspects) and some indicators of the enterprises as: sales volumes, production volume,

the value added, etc. Starting from these relations, it is projected the necessary of staff for each future periods, taking into account the planned indicators of the firm.

The analysis of trends as a method that estimates the predictable needs taking into account the evolutions and trends recorded in the company concerning the employees' effectiveness, staff personnel, etc. Are obtained global estimates of the necessary of staff, compared with the data from the previous periods;

Estimating the staff necessary by each hierarchical chief. This method assumes that in each section of work, the production link and conception, the hierarchical chiefs respective to assess the staff needs for the future periods, taking into account the specific developed activities.

Delphi method. In the enterprises where the specific of their activity makes difficult to quantify of some estimations for the volume of the future activities, it may be forecast the necessary of staff using the Delphi technique. In this purpose is constituted a group of 10 – 20 of specialists – experts who know very well the specific of the developed activities. They express their opinion concerning the development in the future of the enterprise, filling some questionnaires, during on several interactive sessions, coordinated by an expert specialist in the field of prevision.

Estimating the necessary of personnel based on the work productivity. The variable productivity of work is the basis for forecasting the necessary of staff. The norms concerning the work productivity must be set according to the external criteria (probable progresses of the competition) and not by internal criteria (which are taking into account the existent relations between workers or between the workers and hierarchical bosses) because an organization can't support much time expenditures of work bigger of the competition.

3.2 Forecasting of the work offer

After forecasting the demand of work force, is necessary to establish the personnel offer, first the internal offer and then the external.

Internal supply

The internal supply is composed of all existing employees, at a time, in organization and which, are expected that will remain in the future for which is made the forecasting. The internal supply of work force changes permanently because are making retires, having held deaths, dismissals, resignations, employments. The specialists in the human resources must have a good information system well put in place to meet all the time the situation of the internal supply of staff and to forecast the next offer. For the small organization it can be used **the file system of staff**, which shows the number of persons who carries a particular job within the organization. These records must be updated regularly to have a real situation. At the big organization, the manual system of the files of personnel isn't sufficient, having to create and operate an informatics system if the human resources.

To assess the current supply of work force and identifying the candidates for promotion or to transition to other positions within the organization, can be used the inventory **form of the qualifications**. For each employee there is also a form on which are passed the personal data: name and surname, place of employment, activity, experience, education, training courses, foreign languages, favorite post, favorite place, and hobbies. The informatics system of the human resources can respond to the inventory requirements of the personnel and of permanently actualization if the new data are entered into the computer as soon as they are known.

For **forecasting the intense supply** of work force it can be used various methods, including **the Markov analysis** based on the **probability matrix of transition**.

On long term are recommended the forecasts based on logic methods effectuated by the managers that are taking into account by the: employees categories, qualifications on categories, the system flexibility (how easy can be transferred the employees from a job to another), the syndicate position, promoting possibilities, fluctuation of the force work and from its causes.

The forecast of the internal supply of work force can be use in efficient way the information linked to the fluctuation of the staff if it's realized a analysis of departures from the organization, on categories of employees and on seniority categories at work.

The external supply of work force

The organization can't resolve the demand of work force only with the internal supply; she has relations of permanent inter-conditioning with the external market of its. The labor market is a concept which designates an area, geographical and on skills, from which a organization recruits its staff. The market can be situated in a small geographical area and close to the company which has demand of labor, for example, food chemistry engineers for a company of Galati are found in this town where a faculty works with this profile; persons with another qualifications, auto mechanics, mechanic or unqualified, also are found in the area. For other qualifications: university professors, top-level managers, researchers, engineers, etc, the labor market can be of national or international level. Moreover, for companies in the country, from Sibiu, Brasov, Timisoara, Baia Mare etc., which looks for engineers chemistry food, the respective market isn't situated in geographical area near to them.

Conclusions

The planning activity of human resources is particularly important for ensuring with the necessary of work force for the future periods from the organization evolution, being organically linked to the requirements and strategic objectives of the organization. In this process are intervenes several factors, of endogenous or exogenous factor of the organization of which evolution isn't always easy to predict, which requires more rigorous approach, based on experience and the managers intuition and of specialists in human resources and in planning, but and using scientific methods, specific to the management or adapted from mathematics, statistics, economics, etc. Developing the process presumes organizing a informational system which to be cable to provide the necessary information, in the required quantity and structure, at the right time. After were forecasted the demand and the internal supply of labor and was analyzed the external offer from the labor work, specialists, in human resources must establish programs to solve the coverage problem, at the appropriate moment, with employees, quantitative, structural and qualitative of the future needs. Due to the dynamicity of the environment evolution of the organization it he contemporary society, the planning problem of human resources remains always topical

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