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Human resources planning in research and developing

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Abstract

In this paper an attempt has been made to analyzed by the researcher is related to career development and the stages of a career program. The present work addresses in a clear and simple way, the management of human resources in service organizations where staff is relevant to the achievement of policies, goals and objectives. They provide the creative and productive spark and are essential for organizational success. It reflects on the evolution of the individual's work over time, emphasizing the stages: exploration (attempt of new roles), establishment, maintenance and descent, demarcating activities by stages of development, their relationship with the chronological age of the individual and the relative level of participation and influence, associated with each stage.

Keywords: Human resources; Management and planning; Human resource processes; Developing and training; Key factors of HRM

1. Introduction

This coordination implies establishing relationships between the different parties to ensure that the organization functions in an appropriate manner. The organisation is the place where a certain group of people carry out a series of activities in a coordinated manner and in accordance with a certain hierarchical structure in order to achieve objectives (Zakirova and Gimadiev, 2019). In a company, a series of resources (human and material) are used in an organized and structured ways to achieve results (produce goods or provide services). The creation of the organizational structure of the company requires identifying what are the tasks that must be developed to achieve the product or service offered and coordinate them properly to achieve the desired result (Bagheri, 2016). In the structure of the organization, these aspects must be considered:

1.1. Complexity

Organizational complexity refers to the number of hierarchical levels, the degree of division of labour and the geographical dispersion of the company.

1.2. Normalization

Standardization refers to the number of internal rules, rules and procedures in an organization. The functions of the company are those activities that take place in it and that, acting in a coordinated manner, allow the company's objectives to be achieved. Obviously, these functions will depend on your area of activity (for example, a service company will not have a production area) and its size. The main areas common to companies are described below; Depending on their size and the way in which the company is structured, these functions will be assumed, in whole or in part, by one or several people.

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1.3. Directions

The management function is responsible for coordinating the technical, human, financial and material resources of the company in order to focus them towards the achievement of the proposed objectives. The management function encompasses the tasks of planning, organization, coordination and control (Shah, 2018).

1.4. Financial

It is responsible for obtaining and managing the financial resources necessary for the operation of the company and for making investments.

1.5. Production and supply

It is responsible for the supply of raw materials and the process of their transformation into final products, sometimes including their storage (Oke and Kefas, 2019). It covers the set of activities that are developed to create and design the products or services that the company offers in the market.

1.6. Administrative

Performs the necessary procedures for the operation of the company and manages its support processes (administrative, accounting, and legal).

1.7. Commercial

It detects the needs of the market and implements the most appropriate policies and practices to sell the product or service.

1.8. Human Resources

It deals with the processes related to the people who work in the organization, both from an administrative point of view (hiring, payroll and collective agreements) and from its development (training, performance evaluation, career planning, and training) (Purkey and Stevenson, 2018).

1.9. Centralization / decentralization

This dimension refers to the place where the authority to make decisions resides. The basic areas of the company are established by management, defining the different functions that must be developed in it to achieve its objectives in an organized and coordinated manner (Ali, 2019).

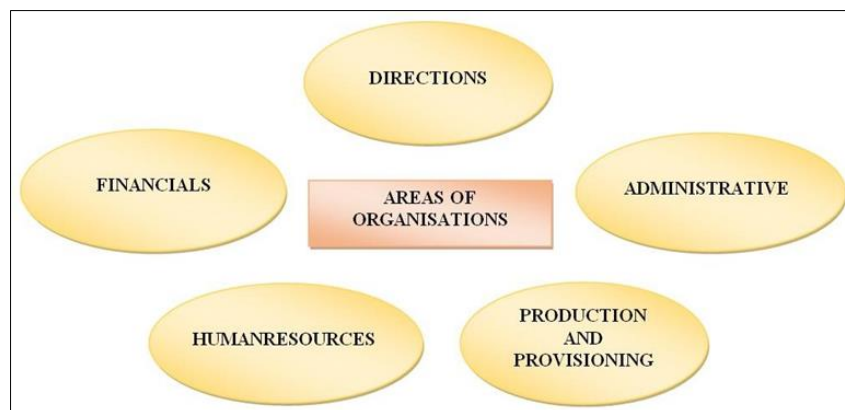


Figure 1 Areas of Organisations

2. The management of human resources

Key factors to keep in mind are:

Control of emotions: It is important to know how to face

The scope of human resources is very broad and transversal. According to Ahmad (2019), the decisions of the highest organs of the company always affect the employees, it is from human resources that the guidelines for carrying them out are planned and established. In this sense, the objectives of the human resources depend on organizational objectives (although to establish these, the company must also have the conditions derived from the team of workers) (Fahed-Sreih, 2018). A central assumption of this model is that the relationship between the stocks of productive factors and the national product can be approximated through an aggregate production function that presents constant returns to scale (Samwel, 2018). Those of inspiration, focus their attention during the sixties and seventies on the demand side and the effects of scale, seeking active regional public spending policies to help the regions of less growth where the effective demand was deficient. The last eighties saw how the interest of economists shifted from the economic cycle to long-term growth. On the one hand, because the trend was more important than the cycle and, on the other, by the growing dissatisfaction with the predictions of the traditional neoclassical model of Solow (1957). Factors that value HR departments all kinds of situations without losing your temper or letting them influence excessively.

2.1. Integration into the company

Another important factor knows how to respect the structure of the organization.

2.2. Strategy development

A good employee should be able to develop the proposed strategies, both their own and organizational.

- **Group acceptance:** Knowing how to work in a team and create a good work environment is essential for companies to consider it employable.
- **Business culture:** For you to be considered employable, it is important that you know and accept the business culture of the company where you work or intend to do so.
- **Ability to listen:** It is important to know how to listen, accept and internalize concepts.
- **Respect schedule:** An employable person must be punctual and respect the schedules.
- **Responsibility:** For a human resources department to consider it employable, you need to know how to accept and face responsibilities.
- **Good executor:** Whenever you are assigned tasks, you must be careful and execute them correctly.
- **Personal care:** Another employability factor for a company is personal care, both mental and physical and hygiene.
- **Imitations:** Obviously, you must accept the limitations imposed by the company.
- **Initiative:** Finally, showing initiative and personality is also highly valued by companies.

In that same Stewart and Brown (2019) see human talent as the capital as it accumulates knowledge, skills, experience and connections that they obtain through education and experience learned in the company. In this sense, particular skills that employees bring with them, serve as the basis for the development of new knowledge that contributes to productivity.

In that context, companies build human capital with their employees by offering to pay competitive salaries to attract and retain well-educated, experienced and trained employees by investing in training programs; This results in the capitalization of general skills and specific skills within them.

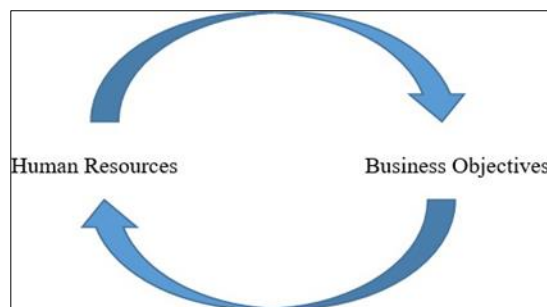


Figure 2 Interdependence between Human Resources and Business Objectives

3. Human resource planning in research and developing

The process of human resources management: an approach to expatriates

Human resources management refers to the direction of human talent that makes up the organization. "It is the administrative function through which managers recruit, select, train and develop the members of the organization." According to Akey and Antwi (2017), the human resources management process comprises six basic activities.

3.1. Human Resources Planning Process

For this stage, an analysis is carried out that involves factors such as current and projected needs of individuals, possible vacancies, expansions, and mergers (Kovačević and Mladenović, 2018). Likewise, the external company must be analyzed in order to know the labour market in general, needs that will be presented in the medium and long term. When planning human resources, it is necessary to take into account the characteristics that company templates usually present today, which are usually made up of three levels:

Core (Fixed Workers), the company obtains functional flexibility from these workers

Peripheral Nucleus (Temporary Workers), the company obtains from these workers the numerical flexibility required to maintain its competitiveness Subcontracting (Outsourcing), a third more external level, which is becoming increasingly important, formed by those functions and activities that are subcontracted, either to other companies or to self-employed workers. In this case, the employment contract is replaced by a commercial contract.

It is clear that the companies that carry out the management of human resources. Effective and efficient, they will have an information system that will allow to anticipate the changes that are going to take place, inside and outside the company, or to react quickly to those that have not been possible to anticipate.

The first task of the planning team will be to analyze the following points:

The jobs; since for the company to achieve its strategic objectives, there will be positions that will maintain its content, others that will modify it and a third group that, at one time or another, will disappear. Also, new positions will be created that, at present, do not exist in the company

The quantitative template of the company; as a result of the changes that will occur in the workloads of the different positions and functional units of the organization

The qualitative template; because of the modifications that will be produced in the profiles of requirements of the positions, as a result of the evolution of the company

The organizational structure of the company; so that it can achieve its strategic objectives within the established deadlines and at what times it will be necessary to introduce these changes

As for the projections of the labour market, the number of expatriates is expected to continue to rise, according to a survey by Armstrong (2020), indicates that 44% of multinationals confirm an increase in the number of expatriates (Armstrong and Taylor, 2020). The US multinational companies, more often than in previous decades, hire foreign-born executive directors, to name a few examples, PepsiCo, Coca-Cola Company, Citigroup can be mentioned. All of them have something in common: they have foreign executive directors, positions in which multinational companies want the best-qualified personnel globally. Companies are currently not very interested in the origin of executives, they simply require the best possible resource.

3.2. Recruitment

- Its objective is to attract applicants who meet certain employment criteria.
- Selection: The next level of filtration. Aim for the candidates on the shortlist who are the ones that most match in terms of qualification, experience and potential for a given job.
- Recruitment: Decide on the final candidate who does the job.
- Training and development: Those processes that work on an employee on board their skills and abilities and updating.

- Remuneration of employees and benefits of the Administration: The process consists of deciding on wages and salaries, incentives, additional benefits and bonuses. The employees they perform look for increases, better salaries and bonuses.

3.3. Selection Process

This component of the process is of vital importance since if the right personnel for the position is not selected (Martínez-Vivar and García-Vida, 2016).

The organisation must prepare the profile of the appropriate candidate (technical and human), making a process as objective as possible. With the knowledge provided by the studies that have been carried out in this regard, the field of knowledge can be expanded with a view to improving decision making.

Leadership and negotiation skills. However, interestingly, the two factors with less consideration on the part of the companies are the previous international experience and the family circumstances of the candidate. According to Al-Amri and Alothman (2016), the key skills for expatriates are the following:

- Initiative and planning capacity.
- The amplitude of judgment and understanding of the problems.
- Flexibility and stress tolerance.
- Self-motivation.
- Sociability.

Multicultural thinking and ability to adapt to diversity. Characteristics of proactivity in the professional fields and emotional factors, apparently, facilitate the process of adapting the expatriate more quickly to their new workplace, as well as coping with the stress caused by the change of environment and the ability to establish social bonds with people of cultures, beliefs and values that differ from their own.

3.4. Training and Development

Training is the process of study and continuous learning that seeks job insertion and updating, with the objective of increasing the knowledge and skills of workers, allowing the development of the skills required in the performance of work (Analoui, 2018). The training process can be defined as the investment that the company makes to ensure the professional development of its employees. Therefore, it is important to highlight that the Training Plan, from a general point of view, should be conceived as a valuable tool that positively impacts the company and the personnel that receives it. Thus, 72% of the participants in "The 2005/2006 International Assignment Survey", among more than 200 multinational firms around the world and for a variety of industries, the organizations surveyed affirm that they provide training in the language of the country of destination (Al-Frijawy and Tonoju, 2019). Other companies such as Deloitte have Global Development Programs for professionals between 26 and 40 years of age, with more than two years of experience in the firm. For 16-month contracts in any country in the world, the consultant trains the candidate for six months, assigns him a tutor, finances all round trips and assures him a promotion in category and salary on his return.

3.5. Performance Evaluation

The performance evaluation allows comparing the development of the person with the parameters stipulated for the position. It is not always easy to judge a worker's performance accurately. The expatriate performance evaluation process is extremely complex. Due to the need for both local supervisors and those of the parent office to provide information on the expatriate's performance review (Tuan and Dung, 2020). Unintended prejudice hinders the objective evaluation of the performance of such managers objectively. In most cases, two groups evaluate their performance: the managers of the receiving country and the managers of the country of origin (Asadi and Marin, 2019). To reduce the problem of prejudice in evaluating the performance of expatriates, the qualification of the managers of the receiving country who have been in the same place as that of the expatriate can be given greater weight.

The process not only includes employees, but it can also be for a department, product, and service or customer service process; all towards improvement or adding value to them. Today there is an automated performance management system (PMS) that carries all the information to help managers assess employee performance and evaluate in this regard their training and development needs.

All of these are critical for employee retention other than money that is only a secondary factor. All processes are essential for the survival and success of human resources strategies and there is no single process that can work in isolation; there has to be a high level of conformity and the connection between them.

3.6. The ascents, Transfers, Descents and the Dismissals

This is the last of the processes in human resources management. The promotions, transfers or descents and dismissals reflect the value of the employee for the organization. It was reported that 25.10% of them leave the company one year after repatriation. It is important clarity on the part of the administration when formulating precise policies that establish the strategies to be used once the employee's repatriation has taken place.

A good expatriation policy must lead to the conviction that those who accept will be significantly helped in the professional career, for which the salaries, categories and functions that will generate their return will be fixed before the end of the established period. Leaving these questions clear will lead to an environment of greater confidence and will help reduce the pressure and uncertainty of the expatriate and his family.

4. Results and discussion

The results revealed from this research is that planning is one of the functions entrusted to human resources management and it by its nature interacts with the internal community "the institution" and the external community "the public", which are decisions aimed at predicting the future, dealing with developments, and developing a perception of alternatives and precautions, planning is that process by which to provide Human resources with required specifications and in line with work needs at the lowest cost, dependent on monitoring and evaluation.

Planning for human resources does not fall into the trap of the deficit or the surplus box for the actual need, as we see that some departments suffer enormous pressure in the work as a result of the limited number of employees, which prevents them from achieving their goals, while we find other departments complaining about their surplus, in other words the concept of planning for the forces The worker involves the following:

Estimate the needs of the institution's workforce according to the disciplines and actual needs, and define ways to secure these needs to enable the organization to achieve its goals and implement its activities efficiently and effectively.

Planning requires forecasting the organization's labor needs and collecting and analyzing information. The workforce planning should be within the framework of the comprehensive plan of the institution and an integral and integral part of it, taking into account the circumstances and financial capabilities of the institution.

The planning process is an ongoing process that does not stop at a limit, as it takes changes in the work environment from economic, social and technical variables.

The workforce plan should be comprehensive and flexible in order to take into account the dynamic requirements in meeting the changing needs of other departments and departments operating in the institution, which may appear suddenly, or according to the approved plan, which may require expansion or contraction according to changing circumstances.

5. Conclusion

In the area of human resources, personnel planning is the process of making the consistency and quality of human resources consistent with the corporate mission. Reflection on the real business needs in the personnel sector constitutes the "soul" for the establishment of personnel planning. The human resource management system is the main tool through which companies try to align the organization and people with business strategies. So "predicting and providing" become the keywords to successfully face this process. Human resource planning is of great importance to allow us to react in time to the changing needs of each company market, keeping the company competitive, healthy and easier to manage.

Training and work provide people with a means of subsistence, the skills of workers facilitate productivity and innovation in companies. The Global Human Capital Index presented in the Global Human Capital Report of the World Economic Forum aims to provide a holistic assessment both current and planned of the human capital of a country in its entire population. It allows effective comparisons between regions, generations and groups according to income.

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Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest.

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