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The Role of Human Resource Planning on the Improvement of Employees' Recruitment Process

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Abstract: ***Human resource planning (HRP) is one of the most important human resource tasks in the organization. Organizations relies much on human resource planning to determine their current and future needs of manpower. HRP is a vital process in an organization as it gives indication on areas of need. Human resource planning is a process of forecasting the organization's demand and supply of manpower needs in the present and future. Recruitment involves finding and attracting right and qualified candidates to fill the position in the organization structure. The purpose of this article is to investigate the role and importance of the HRP to the employees' recruitment and selection process. This research was a disk study based on information from reliable books, articles and scientific papers. Findings revealed that human resource planning in the organization improves the process of recruiting volunteers and facilitates the selection of a qualified and right person in the right place and at the right time. HRP is the heart of the organization and the recruitment process and is the backbone of the organization. Without human resource planning and effective employment policy, no organization can achieve to success and development. When a position becomes vacant in the organization for any reason, the human resources planning will inform the organization. In addition, HRP improves performance, satisfaction, development, evaluation and appropriate maintenance and protection of human resources in the organization.***

Keywords: Human Resource, Planning, Recruitment, Selection, Manpower.

1. INTRODUCTION

Human resource has recently attracted more attention in the field organization and management particularly for development process. It is vital and important to organizations which offers perspectives, values, skills and attributes to organizational life [21].
Human resources management (HRM) is the process of job analyzing, human resource planning, recruiting, placement, familiarizing and orientation employees, training and development, appraising the performance of employees, compensation and making benefits, motivating employees, maintaining good relations with employees and their trade unions,

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ensuring employees safety, welfare and health measures comply with labor laws of the land [50]. Human resource planning is one of the most important and valuable human resource management practices in the organizations. Organizations rely much on HRP in order to determine their current position and future needs of manpower. Human resource is the backbone of any organization deals with all aspects and dimensions of employees from recruitment to retirement and from wages to welfare [52]. Currently, human resource (HR) is seen as the most valuable assets of the organizations, especially skilled and proficient man. In organizations, time and financial resources are allocated to qualified and skilled people [24]. HR is an invaluable capital and is vital to an organization because it manipulates and uses all other resources for its well-functioning with respect to some goals and plan [37]. Human resource is considered as backbone and base of an organization [41]. Management is a process of managing of the resources of an organization. These resources are including financial, physical, information and human. Among other resources of an organization, man resources are glue which use other resources. This implies that organization's performance fails due to lack in expert and trained personnel. when organizations are labor intensive, recruitment and good selection practices are inevitable [40], [51]. Based on management scholar's assumption, if all assets, resources and possessions within an organization destroy but there is still luck in the presence of expert and skilled people. HRP is the process of finding the fitted number of people for the relevant job in a right time and right place by forecasting the organization's demand and supply of HR in the near future for organization [48]. Ideally, recruitment starts with human resource planning. If you don't know the needs of your in the next few months, why should you be hiring? Planning is the process of deciding on what positions of the organization will occupy, and how. It encompasses all future positions, from top level manager to lower level (managers and employees). HRP is the process of identifying on how many people should be selected and for what position and when. HRP can be seen as an effort to anticipate future personnel of the organization to fulfil the organization's goals and to satisfy customers demands and needs [29]. In a simple word, planning is all about knowing where are you going and how you will get there. HRM is more or less similar.

HRP is one of the most important elements in a successful human resource management program. It is a process which help an organization ensures the right number and kinds of people at the right place and right time then they perform effectively and efficiently in lines with strategic objective of organization. Recruitment planning, then translates the organization's overall goals into the number and types of workers needed to meet those goals. Without clear planning, goals and strategy, estimations of human resource's needs within an organization would be inaccurate and doubtful [18]. In other words, it may not be more than a dream.

Employment activities help to increase the pool of candidates that might be selected for a jobs and task. Recruitment can be internal or external [9]. HRP is essential for the implementation of business strategy and the effectiveness of the organization. Employment involves the process of identification and attracting candidates or applicant to occupy a position in the organization structure. Before recruiting, the position's requirements must clearly be identified to facilitate recruitment from outside organization. Recruiting is the process of discovering potential candidates for actual or anticipated organizational vacancies. In other perspective, it is an activity brings close together those already have jobs and those seeking jobs [18].

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Reference [21] explained that "recruitment and selection are vital for human resource management functioning and for any type of organization. These are referred to the process of attracting and choosing candidates for employment. The quality and efficiency of HR of the organization substantially depends on the effectiveness of these two functions.
HRP is one of the main tasks of human resource management. Without HRP, it may not be possible to manage the human resources in the organization. According to [34] HRM consists of three words, i.e. human, resource and management; Human: refer to the skilled workforce of an organization, Resource: refer to limited availability or scarce, while Management: refer to maximize or proper utilization and optimal use of limited and scarce resource. According to [10]. Recruitment is the process of choosing a fitted candidate among all the applicants. Recruitment process followed by the completion of the hiring process. Recruitment is the positive aspect of human resource practices, while selection is considered as its negative aspect.
The three fundamental functions of HRP are: (a) forecast, (b) managing demand for employees and available supply in market and (c) trade-off between labor supply and demand predictions [8]. The purpose of this article is to investigate the role and importance of the HRP to the employees' recruitment and selection process. This research is a disk study performed based on information from books, articles and scientific literatures.

2. Literature Review

2.1 Human Resource Planning

HRP plays an important role in HRM because it translates the objectives of the organization into required number of workers to the organization to achieve its goals [28]. HRP involves forecasting, supply, demands and especially planning for the right numbers and the right and qualified kinds of personnel at the right time and at the right places. HRP is the process which any organization and managers ensures they have the right number and fitted people, at the right place and the right time [18], [48]. These people are able to perform effectively and efficiently their given tasks which help the organization to achieve its goals. HRP helps the organization to achieve the desired goals as soon as possible [50]. HRP is also called personnel planning, employment planning or manpower planning. HRP is a sub-system of organizational planning. According to [18] HRP is the process of determining and defining of an organization's human resource needs. The process which links the human resource needs of an organization to its strategic plan in order to ensure that manpower is sufficient, qualified, and competent enough to achieve the organization's objectives and strategy. HRP is an essential element of organization for maintaining a competitive advantage and reducing employee turnover. HRP is necessary for supporting the implementation of business strategy. A study defined it as a process of forecasting the organization's demand and supply of manpower needs in the near future." Reference [19] explained HRP the process of deciding what positions the firm will have to fill and how to fill them. Another study showed that HRP is crucial among numbers of human resource management tasks which produce an effective and efficient organization with high productivity [29]. HRP enables an organization to estimate the demand for taskforce and evaluate the number, size, nature and sources of supply required to the demand. HRP is the process involves the development and implementation of plans and programs ensure the right number and type of individuals are available at the right time and place which fulfil the organizational needs [28]. According to [57] HRP also

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involves the collection of data that can be used to evaluate the effectiveness of program and give notice when revision is needed.

Reference [33] expressed that effectiveness is a crucial process in every organization to conduct human resource planning. In addition, hiring the wrong employees or failure anticipating fluctuations in hiring will not be cost effective in a longer period which recalls the needs for effectiveness.

Clearly speaking, HRP is a process which the organization recognizes the needs for human resources and develops programs to provide it. In another words, HRP is responsible to arrange the right people for the right job from the available sources. It also anticipates the vacancy arising due to the promotion, transfer, retirement, termination of an employee and hence plans for the manpower accordingly. A study showed that effective HRP fulfils the organization's needs for quality of taskforce and then considerably reduce labor costs by balancing the demand and supply of the human resource [4]. Also, [15] found that HRP has a strong link with organization productivity. He said: HRP affects the organizational performance. Reference [4] found that HRP potentially affects an organizational performance in forecasting future demand of business and environment and helps to manage the human resource demand. HRP is one of the most importance areas of HRM. It helps the organization to realize and recognize its goals, increase the effectiveness and competitiveness of organization in the market. HRP helps to reduce future uncertainty and well-functioning of the organization. HRP also ensure that there are the right person and structured people in the right jobs at the right time. Job specifications and job descriptions provide details to the work, the authority and responsibilities to handle in a specific job, required qualifications and the needed skills. In HRP, turnover rate can also be forecasted [52]. Lastly, appraisal is done and candidates are selected for the provided training with the aims to conduct given tasks very well. This well performance motivates the employees and reduces the turnover rate and unemployment. Performance appraisal, employee compensation management, employee training, retirement, promotion, transfer, employees' familiarity, maintenance, employees' communication needs proper HRP. HRP project that how many people will be needed to fill the positions in an organization. Organizations evaluate their short and long term needs for 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 [5]. Hiring the new employee is a challenging task in human resource planning. Furthermore, one has to navigate through organization rules, plan, policies and procedures and also deal with different types of personalities, needs and crises. In addition to the above major issues, there are the following problems associated with human resource planning: 1) Employee Attitude, 2) Workplace Diversity,3) Mismatch between Applicants' Skills and Jobs, 4) Environmental Factors [43], [5].

Lastly, no organization will be able to continue the activities and life without planning. HRP has been interpreted as the backbone of organizations. The success, development and existential philosophy of organizations depend on HRP. Organization without plan is like a ship without a compass and they have the same state and path (Path of destruction).

HRP anticipates not only required kind and number of employees but also determines the action plan for all the functions of HRM. Success of any organization depends on the right people are in the right places at the right time, which is the virtue of HRP. The benefits of HRPs are summarized in Table 1.

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Table 1: Advantages of human resources planning

1.	HRP helps in forecasting the future needs of the manpower (now and near future)
2.	It is cost effective, i.e. the enterprise can anticipate the shortage and surplus of manpower and can control the imbalance that may become unmanageable or expensive.
3.	Better planning for the employee development.
4.	Training programs become more effective since the manpower gaps, arising out of shortage or surplus can be determined through the manpower planning and the training can be imparted accordingly.
5.	It helps to make the strategic decisions related to the hiring and training of the manpower, in the case of shortage and layoff, termination or replacement of the manpower, in a case of surplus.
6.	Through Human Resource planning, the idle arising out of vacancy can be reduced and thus the overall performance of the business remains unaffected.

Through HRP, the organization can effectively manage the human resource requirements (now and future) and also helps to save the time needs for looking to the prospective candidate for the vacant position. From [48] viewpoints; through planning, organizations can avoid unexpected talent shortages and surpluses. He mentioned HRP consists of two steps: (1) assessing current human resources and (2) meeting future HR needs.

2.2 Purpose Of Human Resource Planning

The main purpose of HRP is to ensure that the right people are in the right place at the right time, it must be linked with the plans of the organization. According to [50], the purpose of HRP is to secure hire and retain employees whose survival and development the organization depends on. In another words, the goal of human asset is to guarantee the best fitted amongst workers and occupations. Figure 1 shows the clear purpose of HRP.

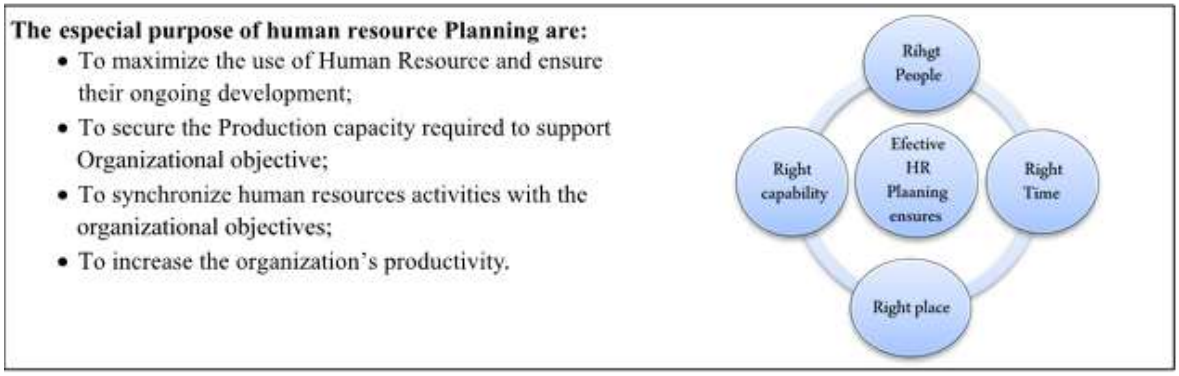

Figure 1. Purpose of Human Resource planning

2.3 HRP Process

2.3.1 Determining the Objectives and strategy of HRP

The most important step in every process is the determination of the objectives. The objective of HRP is that manpower planning should be defined precisely to ensure that a right number of people for the right kind of job are selected. Following the goal setting, the next step in every process is determining the strategy. The number of people and the type of required

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capabilities depends on the goals and strategies of the organization [50]. Therefore, the requirements begin with formulating the goals and strategies of the entire organization [24],[49].

2.3.2 Determine Current Manpower Inventory

The second step of human resource planning is to determine the number and characteristics of human resources in the organization. This step is a comprehensive internal study and investigation for analysing of organizational positions in detail and preparation of a list of available specialties and skilled in the organization [24], [19].

2.3.3 Estimating the organization's need for manpower:

Requirement for manpower is considered according to the organization's goals. HRP process is not only the number of people but also their type of expertise should be predicted. In addition to quantitative methods, qualitative methods and the judgment of managers and specialists are also used for this topic [50].

2.3.4 Estimating and Forecasting Demand and Supply of Human Resources

Estimating manpower demand is the process of estimating the future numbers of people required with required skills and competencies. Forecasting manpower demand involves the estimation of the numbers and types of human resource required at different levels in different departments in the organization [6]. (A) Demand forecasting or forecasting future manpower needs [31]. (B) Supply forecasting or forecasting the future availability of people: Supply forecasting is based on the following six factors shown in Table 2.

Table 2: Forecasting of supply based on six factors

1. An analysis of existing human resources in terms of numbers in each occupation skills and potentials.
2. Forecasting losses to existing resources through attrition.
3. Forecasting changes to existing resources through internal promotion.
4. Effecting changing conditions of work and absenteeism.
5. Sources of supply from within the organization.
6. Sources of supply from outside the organization in the national and local labor markets[44].

3. Recruitment And Selection

Recruitment is the process of finding, recognizing, attracting and hiring the best and most qualified candidate for a job opening, in a timely and cost-effective manner. It can also be defined as the “process of searching for prospective employees and encouraging them to apply for the jobs in an organization”. The recruitment process includes analyzing the recruitments of a job, attracting employees to that job, seeking and selecting applicants and involving the new employee to the organization [48]. According to [46], recruitment is a decision of human resource management planning regarding the number of employees needed, when and what is needed in an organization. Recruitment is usually an attempt to fill the vacant position or a job in an organization. There are two sources of recruitment external (outside) organizations or from the internal (inside) organization. Reference [6] defined recruitment as the process of attracting and maintaining high quality personnel. Reference [22] described as the process of searching for suitable people and encouraging them to work in the non-executive jobs of the organization. Recruitment is the process of attracting candidates through advertisements or by other means, screening potential candidates through

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tests and interviews, then can be selected based on the results obtained by tests or interviews, to ensure that the candidates can effectively and efficiency perform their new tasks [26].
Reference [34] said: recruitment is related to reaching, recognizing, attracting and ensuring the availability of qualified persons and selecting the right persons. Recruitment refers to the overall process of attracting and appointing suitable persons out of numbers of numbers of candidates for a job. It can be internal to the organization (considering current employees for promotion and transfers) or external. Every approach has its pros and cons [48] According to [16], recruitment process is the backbone of the organization it needs continuous improvement like other business function. Reference [18] stated: recruiting is the process of discovering potential candidates for actual or anticipated organizational vacancies.
Selection: matching the person with the job. Selection is the process of choosing the most suitable person among candidates within the organization or outside for the current or for future position [50], [48], [49]. Recruitment and selection are the key factors and entry point of human resources to any organization that determine the success and sustainability of organization. HRM's thinkers and practitioners believes that survival, growth and development of an organization depend on an effective and efficient culture of recruitment and selection of people with respect to broad spectrums of competencies, knowledges, attitudes, values, experiences and skills [42]. In fact, HRP and effective recruitment provides a base for attracting competent people and avoids the entry of incompetent and unskilled people. According to [50], selection is part of the recruitment processes involves screening of candidates in order to recognize the most fitted person to the requirement of the organization. Selection is one of the most challenging and important procedure of recruitment. Druker said: selection is the processes represent the final stage of decision-making in the recruitment process. He further explained that variety of methods are available to help for selection process such as interview test, writing test etc. [17].
Literatures shows that conventional methods of employee selection are including CV, interviewing and background checking help to a fourteen percent success in employee selection. For eighty six percent of cases the right person will not be selected. According to Harvard University research, eighteen percent of employees' turnover happens due to inappropriate choices. Interview itself can help to fifteen percent of the right choice. Proper selection techniques can increase the possibility of 75% correct selection. The selection system is the ways that decision makers try to select the person whose characteristics are most likely to succeed in the job [51], [58], [22], [49].
The purpose of selection is acquiring the right employee for the right position, establishing and retaining employer's reputation and ensuring cost-effective selection process [45]. Selection is the procedure of choosing the most qualified and job interested persons among others.
Briefly, selection as a process of screening of candidate may involving the records, data sheet and curricula vitae (CV). Testing may be introduced to examine the quality of human resources relevant to the given task.
Recruitment procedure improves the organizational activities and outcomes. In effective recruitment and selections procedures, the most likely person to hire is the most skilled and valued personnel. Briefly, good recruitment process influences increasing of employee commitment, productivity and the quality of work, performance and outcomes. According to [6], the main purpose of recruitment is to attract, train and maintain competent human resources in the organization. The purpose of recruitment process is summarized in Table 3.

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Table 3: Purpose of recruitment process [51].

a. Attract and encourage candidates to apply in the organization; **b.** Create a talent pool of candidates to enable the selection of the best candidates for the organization; **c.** Determine present and future requirements of the organization in conjunction with its personnel planning and job analysis activities; **d.** Minimize unwarranted cost of selection; **e.** Help increase the success rate of selection process by decreasing the number visibly under qualified or overqualified job applicants; **f.** Help reduce probability that job applicants once recruited and selected will leave the organization only after a short period of time; **g.** Meet the organization legal and social obligation regarding composition of workforce; **h.** Increase organization and individual effectiveness of various recruitment techniques and sources for all types of applicants

3.1 Recruitment And Selection Process

Recruitment is one of the main and fundamental tasks of human resource management after human resource planning. Remember it the recruitment process is actually affected by human resources planning. Careful planning ensures the effectiveness of the recruitment process. The selection and recruitment process usually consist of seven steps. These steps are described in Table 4.

Table 4: Recruitment and selection process [50]

Introductory interview	In the first stage, those who have been identified during the recruitment process are invited to the organization for a preliminary interview and the competence of these people to be employed in the organization is evaluated so that those who are less qualified are eliminated.
Complete the job application form	After the preliminary interview, the remaining applicants will be given an application form to answer the questions in it.
Conducting employment tests	Recruitment tests are one of the most important tools that can serve the organization's managers, and the research conducted in this field shows that these tests, provided they are valid, play an important role in determining the level of competence of people.
Comprehensive interview	At this stage, a comprehensive interview is conducted with those who have passed the previous stages successfully.
Review the applicant's records	This stage is to check and determine the authenticity of the documents that the person has entrusted to the organization.
Health examination	Often in the selection process, medical examinations of the candidate must be done for several reasons.
Final decision making	At this stage, the head of the office where the applicant will work makes the final decision about the applicant.

Each of these stages aims to precisely predict the success of the job assigned to the person by the set of criteria. Accordingly, the information obtained at each stage of the application must

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indicate the ability of the individual to obtain a job that candidate can enter the next stage. As, the candidate progresses from one stage to the next, the organization gradually get more information about individual background, knowledge, abilities, desires, experiences, aspirations and motivations[53], [50].

3.2 Sources of Recruitment

Organizations use both internal (Inside) and external (outside) resources to recruit and fill vacancies. [25]. Hiring the external employee is one of the initial activities of human resource management that define the primary criteria for enrolling to the organization [40]. The external sources of recruitment are hiring people from outside the organization. The internal sources of recruitment are hiring people from the organization. Internal recruitment aims to fill the job openings with current staff rather than preferring outside applicants [9], [9],[15],[19], [52]. Recruitment resources are divided into internal and external resources.

Table 5: internal and external recruitment sources

Internal Recruitment Sources	external recruitment sources
Job announcement	Media advertisement
Recommendation and introduction of colleagues	Direct recruitment
Promotion	Employment exchange
Transfer	Educational institutions
Internal dual-job employees	Labor contractors
	Recruiting via the internet
	Management consultants

3.3 Factors Affecting Recruitment Process

Literatures show that deciding where, when and how to implement recruitment polices, initial consideration should be given to an organization's active employee, especially for filling jobs [12], [22], [50]. The factors affecting recruitment and selection (Table (6) are classified into the internal and the external categories.

Table 6: Factors affecting recruitment and selection procedures

Internal factors	**External factors**
Size of the organization	Demographic
Recruitment policy	Labor market
Image of the organization	Unemployment rate
Image of jobs	Labor laws
	Legal considerations

4. CONCLUSIONS

Every organization needs to formulate effective strategies and HRP in order to hire qualified and competent human resources. However, finding and attracting skilled and expert people is a challenging task for an organization. An organization's success, progress and sustainability by recruiting skilled manpower. In order to find the right people and hire them in the organization it is necessary to provide a detailed and comprehensive planning. The strength of HRP is determining the quantity and quality of available human resources in the

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organization, the numbers of demanded human resources and providing best methods of recruiting human resources. The rational recruitment process and implementation method affect the employees' behavior, performance in the organization, commitment, interest and their satisfaction to their jobs.

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