

Planning human resources in enterprises – organization

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"Whatever the problem if you dig deep, you will find people"
(J.WATSON WILSON)
"Begin with the end in mind"
If it fails planning, do you plan to fail?"

Abstract

Human resources are the most important asset, and have the main role in any small or large enterprise. Business fate is in the hands of people, and the efficiency of human resources. My definition of this topic has come as a result of the importance of human resources in achieving the goals of the organizations. Any small, medium or large organization, public or private, governmental or non-governmental, has been created and managed by people and their goal is to achieve results through people, and that "the only real difference between an organization and another organization is the performance of the people that make up the organization" (Drucker, 1993) and the fact that through the organization these people ...as an individual and a community member, to contribute and achieve that this organization will be successful or it will be possible in the field of competition battle depending on how they will manage and trace their human resources (Drucker, 1993). In this paper we will present an analysis of human resource planning in the organization-enterprise. "Human resource planning could be defined as an effort to predict the number and structure of workers that will be required in the future as well as the opportunities fulfillment of this requirement" (Havolli, 2009). Human resource planning is a process of forecasting people's livelihoods inside and outside the enterprise. Its purpose is to organize these resources in a more effective way, at the time and place they are needed, in order to achieve the objectives of the organization" (Sherman, Bohleander, Snessell, 1997).

Keywords: Planning, development, management, enterprise, resources, strategy.

Research description analysis

Human Being - man is the most important and irreplaceable source (resource) that nature has created. In the contemporary world it is already true that human resources of education and their knowledge are the primary source of development of which the societies give priority to the strategy and their national policies. So a big problem that is having business is precisely the planning of human resources, which is a problem that is creating many problems in enterprises, because many companies do not pay attention to the planning of human resources, in the absence of much human resources planning, a lot of them go to bankruptcy (Havolli, 2009). So through this

research on the importance of human resource planning we will try to contribute to many organizations to provide a contemporary approach to human resources planning and many organizations will have the opportunity to use this research in their business.

The problems most often faced by organizations as a result of the lack of human resources planning are:

- The lack of a strategy for human resource planning;
- Lack of human resources planning;
- The lack of human resources training and education;
- Lack of awareness for investment in human resources;
- Lack of motivation, professional for people in the organization;
- Lack of performance assessment for human resources;
- The lack of organizational culture in the planning of human resources;
- The problem of management ethics in human resources planning;
- Problem of technique and technology in human resources planning;
- The problem of the egocentric-family principle in the planning of human resources;

Purpose of the work is to analyze human resources planning, and within it gives answers to the question of how to plan human resources efficiently in organizations.

The objectives of this paper are: that Managers, Owners, and Entrepreneurs operating a long time, to understand the importance of human resource planning and to improve management of human resource planning in order to maximize profit at lower cost, as well as the young businessmen who are operating and those who are expected to enter the business should be given an overview and let them think that the planning of human resources is organized as well as possible from the outset by being aware of the importance of the planning of human resources etc.

- The planning of human resources should be made at higher volatility costs and with greater effects.
- The planning of human resources must be done timely and efficiently.
- The planning of human resources should be done by professional people.
- Suggestions for investment in training and development of human resources.

Figure 1 shows the targeting process and Figure 2 shows the mirror of the MOB¹.

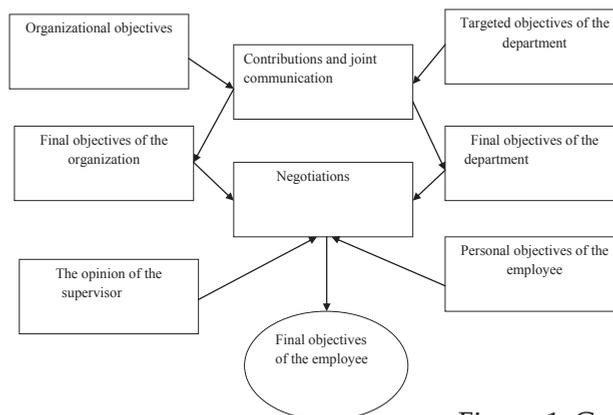


Figure 1. Goal setting process

¹ Joiner, Hyde (1994).

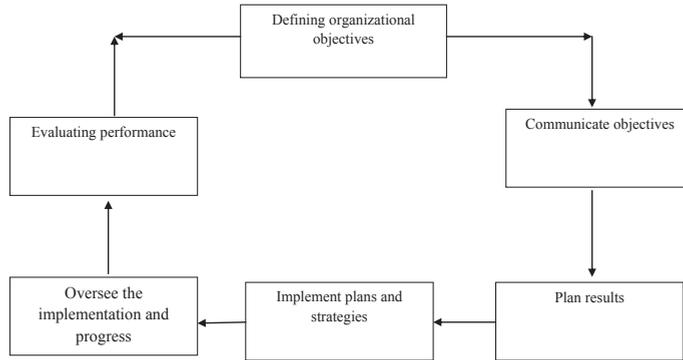


Figure. 2 MOB Cycle (Objective Management)

Planning the human resources

Man, as a conscious being, before commencing any activity, must assign to himself a goal where he wants to attain. By determining the purpose, he should also think about how he will achieve it, by what means, at what time, with whom, and so on. This way of thinking is actually planning, as an integral part of his every conscious activity. So it follows that planning is a process, which includes setting the goal and the way of achieving them.

Thinking again about the construction of the Egyptian Pyramids, the Chinese Wall, and other great monuments of human civilization: where did all those workers come from? How many workers were needed and what skills needed at each stage of construction? Who decided when their work is over and how they might have to be replaced as a result of death or lack, during the time that the project lasted (Banfield, 2011).

If at that time there were HR professionals, these would be the types of difficulties and issues that they would face:

- How much people do we need?
- When do we need them?
- What skills and competencies should they have?
- Where can we find them?
- How much will it cost to employ them?
- How can we guarantee that we do not have neither much nor little about the requirements of construction or production?

So there are some authors who will quote on the planning of human resources:

"Human resources planning can be defined as an effort to predict the number and structure of workers that will be required in the future as well as the ability to meet this requirement" (Havolli, 2009).

"Human resource planning is a process of forecasting for people's livelihoods inside and outside the enterprise. Its purpose is to organize these resources in a more effective way, at the time and place they are needed, in order to achieve the objectives

of the organization" (Havolli, 2009).

Planning human resource needs is a very important process, as it relates to the fair and efficient use of people at work. An inadequate plan of the need for human resources can be paid by ventures. For example, poor human resources planning may leave job vacancy rates unmet. Also, the anticipation of completing job requirements with HR without the necessary qualification will cost the ventures, because it will have to spend, time and money to form them. In the absence of human resources planning, it also hampers the planning that the enterprise can make for the career or personal development of its employees. As a result some more qualified and ambitious employees may look for work in other companies where they would have better career opportunities. Human resource planning determines human resources that require organizations to reach their strategic goals. As determined by the Scots (1994), it is a process of securing human resource requirements for organizations that are identifiable and plan in that direction with the requirements for human resources. "Planning is a set of activities that allows an enterprise's management to identify and prioritize their HR needs while keeping in mind the objectives of programs and actions for short, long and medium term" (Llaci, Koli, 2001).

"Planning can be understood as a range of techniques, approaches and mentalities, all of which are related to the achievement of specific objectives. It should be understood more as a process than as a time-limited event" (Banfield, 2011).

"Human resource planning is a decision-making process that combines three important activities:

- (1) Identifying and obtaining the right number of people with appropriate skills,
- (2) their motivation to achieve high performance, and
- (3) creating interactive links between business objectives and planning goals (Banfield, 2011).

So human resource planning is a process of forecasting the movement of individuals inside and outside the organization, in order for the enterprise to achieve its goals at the lowest time and the lowest cost.

In planning the human resources should be analyzed:

- Demand preview
- Bid Forecast
- Balance of the submitted bid and request.

Planning strategies linked to demand and supply for workers.

A short-term decline in employee demand may include:

- Reduction or elimination of overtime;
- Postponing the selection of workers to replace those who have left;
- Raising established staff figures;
- Stop using the agency staff.

Short-term growth in employee demand may include:

- Increased advertising spend and improving its effectiveness;
- Increased use of temporary staff and staff with short term contracts;
- Using "golden hellos" to attract young people;
- Increasing overtime hours.

A long-term decline in demand for workers may include:

- Change some employees from full-time contracts to part-time contracts;
- Introducing short-time work;
- Introducing voluntary or forced departure².

The short-term absence of employees may include:

- Creation of alternative workplace treasures;
- Replacing technology for the worker;
- • Increasing the degree of functional flexibility through changes in the training strategy;
- Introducing flexible working strategies;
- Improve the perceived value of the reward package.

Difference between human resource planning and planning of personnel

Staff management is more focused on work-force centered, focused on organizing employees, finding and training them reflecting management expectations, solving problems that can cause their dissatisfaction.

Human resource management is centrally focused on centered resources geared principally to management needs for unified resources (not necessarily a worker) in planning, scheduling and controlling, less mediation (Havolli, 2009).

Factors that impact on planning of human resources

The planning of human resources is influenced by many factors, both internal and external:

Internal factors (Havolli, 2009):

- Objectives and strategy,
- • Duties and technology of the enterprise,
- • The size of the enterprise,
- • The products it produces.

External factors:

- • Market,
- • Development of technique and technology,
- • Education system.

Any enterprise, whether it is a school, a hospital, a cultural institution or a sporting institution, should have determined the purpose it intends. When defining the goals of the enterprise, priorities must be defined, and it must have a vision.³

“The vision - of an organization is an enlarged picture of what the leader wants the organization to do in the future, the mission - of the organization determines: Why the organization exists, what functions it will perform, for whom to perform them, and How I will I complete these functions”

Business intentions promote the processes of human resources planning. Top management is in charge to accomplish these goals. Top management needs to define

² Paul Banfield – Rebecca Kay, *Hyrie në menaxhimine e burimve njëzore* Oxford Univesity Press Përkthimë shqip Jonida Bregu 2011 faq.336.

³ Prof.dr.VasilikaKume, *ManaxhimiStratexhik*, Tiranë, 2010.

Meaning	Personnel function	Human resources function
Business philosophy	Humans-tool, factors of production	Human resources as capital of development
Approach	Technical-Administrative	Development dynamics
Managerial philosophy	Tools for achieving goals	Strategic advantage
Business philosophy	Expenses to be minimized	Viable investment in development
Nature of activity	Partial	Integrative
Approach of activity	Standardized-Collectivized	Diversified and individual
Orientation	Short-term	Long-term
Objective of activities	Evidence, planning, programming, control	Recruitment, selection, development, motivation
Place of activity	Human resources department	Manager and the resources department
Responsibility	Human resources department	Management
Goals	Minimizing expenses	Maximizing human potential

the tools and resources that need to streamline business goals, based on the business plan and strategy, and should also design the plan and the human resources strategy. Operational and human resource managers determine the needs for jobs and the necessary number of human resources. So, through goals, the strategy defines the planning of the resources.

Characteristics of human resource planning

1. The planning of the human resources should be done in harmony with the strategy of the human resources and with the strategy of the organization;
2. The planning of human resources should be done on time;
3. The planning of human resources should be flexible;
4. The planning of human resources should be done at a lower cost;
5. The planning of human resources should be made on the basis of the necessary requirements;
6. The planning of human resources for advancement in the profession;
7. Turnover planning - worker mobility;
8. Training planning, education;
9. Selection Planning;
10. Motivation planning and forms of motivation;
11. Planning of performance and control;
12. The planning of human resources should be based on the legal system;
13. The planning of human resources for retirement of employees;
14. The planning of human resources for the reward for the work done;

Conclusions

Set human resource planning standards; create rules, procedures, strategy, information system, and human resource planning.

Establish an IT system in the planning of human resources and apply the best world standards. Human resource planning is a conscious activity organized in terms of the role and development of the enterprise, but also in large corporations, in the public and private sectors, i.e. in all organizations. Human resources planning is done by people who deal with human resources rather than by specialists in other areas, as is the case with many businesses. The role of human resources in enterprises in Kosovo has started to have positive steps towards enterprise development and improvement, preparation, and human resource performance. Enterprises in Kosovo need to invest in human resource planning because the most important capital for the enterprise is human capital, which brings greater benefits to the enterprise.

Government politics - Government policies to orient and invest much more in education, education because this investment brings enormous benefit to the economy and economic development of enterprises and the state.

Universities in Kosovo need to be highly geared to quality rather than commercialization. In this regard, the Ministry of Education and the Accreditation Agency have the main role to have control and quality standards for students to prepare for the domestic and international market economy.

The biggest success in the world has been achieved by those companies that truly have the human resource planning considered to be the most important asset and their success is the success of *Microsoft, Coca-Cola, Samsung, Real Madrid, Barcelona, Manchester United, Milan, Meridian corporation, Eloks, Mc Food, Buqaj shpk, Passable shpk, Orbiko shpk, IPKO, PTK, Viva fresh store, ETC, Interex, Super viva, Meridian express, Albi, Maxi, Devolli llc viva, HIB Petroll, Ex fis, Petrol company, etc.*

The organization of enterprises in the form of joint stock companies (corporations) should be stimulated as an optimal form, which would affect the investment of smaller amounts of financial funds owned by individuals and households, and at the same time would help in financing projects that cannot be financed solely by own resources and by bank loans. The way enterprise management depends directly on the form of organization of the firm. In this regard, it is necessary to work for the awareness of business owners who are unmanageable for management, to manage their businesses to professional managers who would better identify the supply market requirements, the sales market, and of the financial market. Trainings are a very important activity for the advancement of work methods and firm management in business in general.

Informatization of enterprises has become imperative of time with the aim of achieving positive results in economic activity. In this regard, serious projects need to be initiated for the construction of the computerization network of state, central and local administration bodies as well as corporations representing the public interest. This would also initiate the state-building process, which is in essence the goal of all developed and developing countries.

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