AN ANALYSIS OF THE IMPACT OF HUMAN RESOURCE PLANNING AND DEVELOPMENT AS A MEAN FOR ACCELERATING AND IMPROVING THE ORGANISATIONAL PERFORMANCE

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Abstract
Human resource planning is considered as the process of defining the need and availability of human resource concerned to the organisation with reference to achieve targeted goals. Human resource planning and development makes sure the organisation acquires right type of people in required number with required capabilities or with excess of capabilities at the nick of time and places.

With the changing era and conditions in various industries and organisation employers in different industrial sectors has to face the issue of introducing various training techniques in order to make development in every aspect of an organisation. As an organisation with changing business activities and contemporary world, planning and development has to be dynamic in nature.

This analysis highlights the need of human resource planning, its merits and challenges faced by HR in every organisation in regard to ameliorate the performances. How Human resource management keeps itself aligned with the changing realities of environment. It focuses on analysing how exactly does the Human resource management manages to look for the rightful "fit" between the work and the human with changing time.

The intention of this study is to define the human resource planning and to outline the human resource planning process. To find out the psychological impact on each employee and employer of HR and its implemented methodologies in the premise of the organisation. To find out how motivation is linked to the Human resource planning and development, individual performance and how that is going to make notch on the organisation's performance.

Keywords: Human resource management, human resource planning, human resource development, training and incentives, retention, organisational performance, individual performance.

Introduction
Human resource management
The concept of human resource management came in mid 1980s.
As per Edwin Flippo's definition it is defined as "a process of planning, organising, directing, and controlling of procurement, development compensation, integration, maintenance and separation of human resources to the end that individual, organisational and social objectives are achieved."
Human resource planning
Human resource planning is defined as the process in which organisation identifies the right people and in right number who are capable of fulfilling the set target of organisation so that they can be easily attained by following the set plan. Human resource planning was introduced because in back times there were no technique or theory build to help management to manage their workforce and their performances but while following the human resource management the top managers and the owner of the organisation felt that the efficiency of work has increased and certainly there were techniques and processes that surely increased the organisational performance and gradually the design of human resource management was framed with concern to staffing, motivation to employees, retention training and development and so on.
Human resource development
Human resource development is a continuous process to check and keep updated the development of employee dynamism, efficiency and effectiveness, motivation, competencies in a well-planned and systematic manner. Human resource development has multiple objectives which includes motivating, changing perspective and personality in organisation that is the competencies, development of employee through training and incentives and the organisational working climate development. The competencies include the employee attitude,

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knowledge, skill in various areas or departments of the organisation some of them are technical, human relation area and the conceptual areas.

It aims at bridging the gaps for employees in relation to their competency level satisfaction and morale level. Its intention is to improve the employee performance, improve employee satisfaction and morale that is in terms of sense of belongingness towards the employee by addressing their weaknesses, increasing the consistency in organisation performance and employee performance which in return will increase the productivity and adherence to quality standards.

Through Source: ASTD, 1983

The American Society for Training and Development (ASTD) has developed a Human Resource Wheel in 1983 which highlights the leading functions of Human Resource Management which helps in generating quality of work life, dynamism in positive manner, productivity.

Training and development focus: Identifying, assessing and through planned learning and helping develop key personality and capabilities which enable the employee to achieve the set objectives by performing current and future tasks.

OD focus: Assuring healthy inter- personal and intra- personal relationships and helping the groups to take a step forward and manage change.

Job design focus: defining how jobs, authorities and organisational systems will be organised and integrated in individual jobs and organizational units.

Human resource planning focus: Determining the organisation's need, strategies and philosophies in human resource.

Selection and staffing: Matching people's skills, knowledge, career needs and capabilities with jobs and career routes.

Personal research and information systems: keeping a check and appropriate and required personnel information for analysis of individuals and maintaining its confidentiality.

Research Methodology: Secondary data

Human resource management, planning and development is the basic and most important component for a company to touch the ninth sky. The most successful organisation in world follows a proper human resource planning, and manages it in order to achieve and develop the human force and resource in order to excel set goals. This is the interconnected factor with the organisation. Companies with proper and efficient implementation of these practices are only able to stay in the market, otherwise there are thousands of companies which do not follow a proper practice and shuts within a year. Even the old reputed organisations also shuts down due to their negligence in implementation of human resource management, planning and development mechanisms. Taking example from one of the giant and most reputed and widely known company GOOGLE we'll be analysing the style and strategy of planning the standardised human resource and developing with and also keeping up with the dynamic time.

Literature review:

Many researchers and theorist has focussed on increasing and enhancing the productivity and extend the hands of HRM wider than it is. Most of them has emerged with a goal of increasing the productivity of an organisation by implementing new suitable means of management of the human resources and human resource department of an organisation and therefore different concepts were introduced.

Taylor and Gilbreths presented the concept of significance and how to get increment in efficient workflow of employees and its optimal and suitable conditions.

Introduction of individual personnel management departments in every individual company in order metabolize the work performance and with increasing rise of huge organisations and government intervention. In the time of world war, in 1945 the term personnel management came in to usage.

Haslinda(2009), According to Haslinda, Personnnel management is aligned with management and development of the human resources but there is a differences in their functioning process, personnel management focusses on hiring and termination employees in order to maintain the standards of an organisation with respect to the trade union and hence it is a more reactive type of process whereas according

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to Haslinda he says Human resource management and development is proactive process, it addresses the need of an organisation, manages and organises the human resources available in a proactive manner.

This whole transformation of Personnel management in to Human resource management and development took place only because of the emergence of managerial philosophies and theories.

Like how Maslow (1943) came up with the theory of human motivation which was referred as a first human resource motivation. Further by 1980s (Rodriguez-Ruiz, 2014) came with the transformation of hard Human resource management approaches to a softer and milder Human resource management approach. According to Rodriguez-Ruiz, harder approach focusses on strategic fit and stable performance whereas the softer version of it emphasizes on noticing the impact of the Human Resource on both internal and external stakeholders of an organisation. Due this this differentiating approaches the function and perception of Human resource management shifted from being completely focussed on achieving the calculated amount efficiency and effectiveness in utilization of resources to becoming the one which values both the employees and employers and take accordingly the management decision.

Robert M. Hochheiser (1998), He went through the definition of workplace and proposed a simple formula for acquiring success in life and at workplace which says, "Forget the idea that hard work alone leads to accomplishment or success, instead work to focus more on building good relationships" He asserts that one should focus on understanding what needs are required to support the egos of subordinates, peers & bosses. Once an accurate assessment is made on those needs then indirectly one would be able to win their personal aims and make substantive of workplace gains.

Google's Human Resource Management:

Training and Performance Management of Employees

Google's style and strategy of human resource management practices cover management of training employees program in an efficient and effective manner, and managing the performance of the employees in the best possible manner in order realise their capabilities. The organisation uses the employee friendly manner, it realises their needs and accordingly come up with the design to implementation in order to know best of their capabilities and use them in the required manner. This is not enough, after putting up the efforts in large part of training they evaluate the results of the policies and its impact on the organisation. At last after taking care of all the training of the employees, it introduces the employees with the objectives of HRM and makes every employee to work with the dedication.

Training of Employees

Analysing the needs: this is one of the most important step taken by the organisation. It does not shoot the arrow on any untargeted object instead decides the target and work accordingly, for instance it looks into cost benefit analysis, work analysis and many more, the needs of organisation which are the urgent and required needs of the organisation and works on it.

Design of the program: program design here means the method adopted by the organisation to achieve the target and set results of the organisation. Usually company use the friendly approach so that the company make use of creative approach of employees.

Delivery: company use the best approach of delivery mean of the two way communication through discussion and simulation on the job training , it also use training on the job approach which helps the intern to understand faster and apply in practicality.

Evaluation: Google uses the proper style if evaluation of training of the newly joined trainees. They try to understand the effect of the training on the employees. It uses various method to check the results of the training and the end result of the performance of the employees.

GOOGLE PERFORMANCE MANAGEMENT PACTICES

Performance planning in itself is a vast topic it takes care of the various factors like taking care of the customer care, taking care of needs and requirements of the people looking into the diversity of employees and maintain good and healthy environment.

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Link to cooperative objective: companies link employees to the objectives of the organisation makes them ready in all the possible manner to handle situations which comes in their path of goal they are given proper management training to cope up with any kind of problem

Measuring the standard of the work. Google's HR management applies different sets of measurements and standards for measuring its performance management practices in different areas of human resources. The firm uses individual measurements of ethical conduct and contributions for innovation and quality of output. Google's human resource management department also took in application the team variables like collaboration with each other at various levels. Creativity is a very important factor for the judgment of any performance of the firm's human resources be it the performance and human resource department itself because creative employees contribute more to enhance any organisation's innovative culture. The company maintains high standards for all of these measures and always emphasizes excellence in employees.

Interviewing the performance: the employees measures the performance of the employees by taking the interview of the employees individually and in a team and finds out plus an minus points of both composition. In the team the composition of the team keeps on changing in order to build friendly relation and good leadership qualities among the employees.

Analysing the problems in performance: Google's HRM team main task is to find out the effectiveness in which people are working. Whether they are working in the organisation freely or working in fear. And tries to reach the root cause of the problem and learns the best possible solution to cope up with the solution. This thing is important because if workers are not only free to work freely in the organisation to indulge people in the best possible manner.

Career development for employees and organisation

Individual organisation matching: the company use proper process of interviewing and matching with the performance of the employees. They choose a trainee who can match up with the standards of the employees whether they make up to the standard of job. And even after this process the interviewing process continues at equal intervals for employees, to get to know whether they are using their efforts in best possible manner or not.

Career opportunities and requirement identification: Google HRM take proper care if this requirement of the employees with in their career development by finding out their area of interest and providing them with the training for the same by continuing their jobs.

Employees potential assessment: Google treats its employees as an very important asset and takes care of their all the requirement of the employees and tries to make them comfortable with all the basic requirements of the people.

Instituting Career Development Initiatives. There are some well- known and amazing career development initiatives which are often organised at Google. Frequent implementation of career development initiatives is a part of career development programs whicg are very beneficial for a company's career development. They conduct yearly appraisal marks and sheets, which are also considered as a fundamental need for career development. During or after appraisal of human resources, the company's human resource management informs employees of possible career opportunities for them in order obtain full job satisfaction and attain a happy environment in a work culture.

Furthermore,

There are even more strategies followed by Google's human resource management to control the diversified business organisation. It is equivalent to a challenge faced by Google's human resource management to manage the diversification of the business. Initially, to have the balance between the supply and demand for qualified employers the HR managers takes forecast information into consideration to decrease the surplus.

Forecasting: For forecasting trend analysis and scenario analysis are being used by HR managers trend analysis on the basis of current conditions and changes in the business helps the company to predict possible HR demand and scenario analysis helps in analysing different combinations of variables to predict HR demand for the resulting scenario.

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Surplus and Shortage of Employees: Surplus and shortage of employees are productive for e.g. Manufacture of Chrome cast and provision of Goggle fibre internet and cable television service. For the purpose of production HR managers takes surplus and shortage of employees into consideration through above mention forecasting techniques. Therefore, they use forecasted surplus and shortage of employees as an information at the time of recruitment and scheduling.

Balancing supply and Demand: Google faces minimum problems while balancing HR supply and demand. The need not to increase their employees in their company even if the software products and online advertising services increases because they uses digital methods for these products. But the company needs to advertise about their HR supplies and demands such as for the consumer electronics e.g. Nexus. For such things also Goggle has strategy to hire new employees on the basis of forecasts of human resource needs. Goggle uses conventional techniques with latest information systems to analyse human resource data to support HR manager's decisions.

Organisational Design: The organisational design of Goggle helps the company to easily deal with human resource needs in this company the HR managers are easily able to identify the cross-linkages among different parts of the organisation. They use this information during the job analysis and design. Therefore, their organisational design helps in human resource management activities.

Methods of Job Analysis: The Company uses worker-oriented and work-oriented job analysis methods. They uses work-oriented job analysis methods for research and development as well as product design and manufacturing purposes and worker–oriented job analysis methods for inter personal skills.

Job Description & Specification: Google has various types of job description and specification because of its large size. There is a difference in job descriptions and specification for positions in product development and in human resource management. They focus on various characteristics of all employees such as smartness and excellence in job positions within the organization because the company's success is based on the high quality of human resources

Recruitment sources: The company uses both internal and external recruitment sources where promotions, transfers and trainees are the main internal recruitment sources and educational institutions and respondents to job advertisements (which are available through the career section of the Google's website) comes under the external recruitment sources. Through these recruitment sources they are able to employee qualified workers matching human resource needs.

Recruitment methods: For recruitment taking both the sources into consideration they uses direct and indirect methods. They emphasise more on indirect methods which includes advertisements on the websites of the company. The direct methods include contacts with potential interns and future employees through academic institutions. They use these recruitment methods along with internal and external recruitment sources to meet Google's human resource requirements.

Selection Process: The selection process of Google is based on certain criterions such as smartness, creativity, excellence and alignment with organisation. There are different process of selection taken into consideration for different types of positions such as background checks, preliminary screening, on-the-job tests, and interviews. The company does not use work experience as a major criterion for selection but focuses on the ability.

Employee Retention Programmes: For retaining high–quality human resources the company uses compensation as the main tool which is both competitive and above average. Along with the salary and wages, the company provides free meals and other incentives and benefits. There company's design focuses on fun

and creativity which attract creative and innovative workers. The HR managers use coaching and mentoring to develop employees with leadership potential.

CONCLUSION

The firm decides to conduct or organise some career development programs that is, the initiatives on frequent basis and some does it only when the requirement is there for instance, when a new business or product is developed or having a brainstorming sessions for new upcoming innovative indeas. For example, the development of the Google Fibre business creates new career opportunities, which are presented to the company's employees.

This is how Google take care of the employees and achieves its goal of highly successful company.

This detailed analysis of Google's mechanism of planning and the working of Human Resource Department shows that incrementing the employees in their performance level, emotionally elevating them and keeping a happy working ambiance will in turn help the firm to increase the better performance level of itself too. It helped us to learn that the achievements of an organisation are the result of the combined efforts of every individual, every employee is essential to the functions of the organisation.

"WIN THE WORKPLACE, EVENTUALLY YOU'LL WIN THE MARKETPLACE TOO."

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