



Practice of Human Resource planning in organizations: A study based on organizational performance

Sikandar shah

MS Management Sciences
Abdul Wali Khan University Mardan
sikandarshahkhattak@gmail.com

Sohail Muhammad

MS Finance, Faculty of Management Sciences
Riphah International University, Islamabad
Sohail_mrd31@gmail.com

Muttalib

MS Management Sciences
Abdul Wali Khan University Mardan
muttalibawkum@gmail.com

Abstract

In the consideration of human resource management practices for the planning purpose in organization, it's the primary and initial stage of any project, services or product launching. In the current study the HR planning has been examined with the help of previous literature by listing selection, training, working condition and appraisal as independent variable and organizational performance proxies as job satisfaction the dependent variable. The significance of human resource practice in organization related present and previous comprehensive literature has been covered and a self-rated questionnaire has been distributed amongst the organization top level, middle level and lower level managers. Various frameworks (Hassan et al., 2014) considered having direct relation to HR planning practices, and also the techniques to keep and motivate the employees of the organization. One the basis of non-probability convenience sampling techniques 150 participants has been included in the study. After analyzing the two HR planning factors found significant and positive relation job satisfaction and two found insignificant. In conclusion, with are the key for the development of organization, and the most significant factor for the engagement and motivation of employees which further leads to better organizational performance, judged as job satisfaction level. The implication of the study provided a glimpse for the organization planning to strengthen their HR department, by providing training and development opportunities to current employees and also planning on the retaining talented employee's policies e.g. promotion on merit basis, provide better working environment and incentives.

Keywords: *Human resource planning, human resource management, selection, training, appraisal, working condition, job satisfaction*

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Introduction

The organization is a place where a specified team of individuals perform their assigned duties and tasks in a synchronized way having a designed organo-gram in order to accomplish goals (Zakoriva & Gimadiev, 2019) matching with the mission and vision of organization. These series of duties and tasks requires specific human resource management planning in an organized and structure way to achieve the desired goals. In the recent era, human resource management practices become the important part of organization success and further development. Organizations nowadays searching for specific solutions connected with the HRM, which led them out from confounding situations as well as making them able to gain and sustain competitive edge over its competitors. Hence the human resource planning is come into play which can give the desired organizational outcomes. In the current study the complete background of human research planning and practices is analyzed with the help of previous studies and literature. Every single scholar worked in the same area of interest provided their own perception regarding various aspects of human resources planning and practices. According to Walker (1990) human resources planning is the way through which organization can predict it future demands and environmental aspects and it also assists management to identify and manage their HR demands required for their organization.

HRP are utilized by the companies and enterprises, considering their workforce the most important part of the organization. Organization frequently sometime unable to achieve their set goals because of the rigid competition, their employees are not working properly according to their assigned duties. The main reason behind it is the potential and motivation level of employees not good as expected by the organization, which is the compulsory element while operating in the industry of stiff competition. On the other hand, that organization which regularly provides training and development facilities for the purpose to motivate their employees do better in the industry, especially encouraging their level of participation in management decisions. From time to time, the process and techniques of HRP is influence by many factors, composed of both internal and external factors e.g. external environment includes market competition and internal environment are the rules, regulations and policies etc. that the organization uses and by which it line up their employees planning with different departmental preparations. All these activities add their value to propose various type of procedures and policies in crafting HRP.

Organizations have a tendency to constantly providing training and development program for capacity building of their employees in a delicate way and in the same way manage utilize their talent in various ways e.g. succession planning for better persons so in future the right person is allocated to the right job. Hence, organizations uses efforts on several elements of HRP; one and the most common is to streamline the communication flow in the overall organization, which at the end boost up the motivation level of workforce as well as adds up extensively to the organization performance. Proper performance management system enables employees to exert discretionary efforts if supported by a system of compensation (Wright et al., 2003). Tahir (2006) clarifies that job definition is composed of job description and specification, which outlines responsibilities, duties, expected skills and working conditions of an individual doing their assigned tasks. The role of HRP strategically not only guides an organization in short-term planning but can also in long-term. Hence, it was observed that in organization where HRP is considered as important and key part of their HRM, it might give an edge to the organization to deal with their human capital in helpful manner as well as in competition also in the market.



Aim & Significance of Study

The main aim of the current study is to identify and explain the every aspect of human resource planning in organization by utilizing the previous literature as well as a self-rated questionnaire. The significance of human resource practice and planning in organization related present and previous comprehensive literature has been covered. The significance of human resource planning, its goals and the elements impacting the performance of organization were covered in the current study. The key factors like selection, trainings, appraisal, working condition and job satisfaction were analyzed (Salau et al., 2014; Ali, 2019; Atyeh, 2020). As previous literature still not enough to provide better understanding and guidance for human resource planning. Hence, the current study considered the listed variable with the aim to provide a better solution and direction for human resource planning. Furthermore, the current study contributes to the existing literature as well as provides a direction for the organization having not properly used human resource planning in their departmental bucket.

The objective of the study comprises of the following:

RO1: To evaluate the human resource planning factors and provides a detail investigation with organizational performance

RO2: To examine the relation of the factors e.g. selection, training, appraisal and working condition with job satisfaction explaining human resources planning.

Research Questions

The objective of the study comprises of the following:

RQ1: What are the main factor human resource planning impacting organizational performances?

RQ2: Is there any relation of the factors e.g. selection, training, appraisal and working condition with job satisfaction explaining human resources planning?

Problem statement

Organizations have a tendency to constantly provide training and development programmes for their employees capacity building in a delicate manner, while also managing their talent in various ways, such as succession planning for better people so that in the future the right person is assigned to the right job. As a result, firms focus their efforts on several aspects of HRP, the most common of which is to streamline the communication flow throughout the organisation, which in turn increases the motivation level of the workforce and contributes significantly to the organization's success. If a proper performance management system is in place, individuals can undertake discretionary efforts if they are backed by an appraisal (Wright et al., 2003). On the other, better working condition may provide job satisfaction for the workforce which leads to further competitive advantage for organization in rivalry. The problem identified from the previous studies is the issue of not utilization the critical aspects of HRP by the organization in most of the countries. The gap should be filled with proper investigation of the aspects with relation to organizational performance. The investigation of the study tries to provide a solution if the aspects of HRP is not properly utilized for the organization planning to strengthen their HR department, by providing training and development opportunities to current employees and also planning on the retaining talented employee's policies.

Literature Review

HRP is a terminology used as the technique that recognizes the quantity of workforce



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an organization need in terms of professionalism, thus it is observed as a regular process of structured planning. The overall aim of HRP is to confirm that workforce have better level of communication with their assign tasks. Also, the technique certifies that required amount of workforce are available (no surplus and no shortage). The main three basic function of HRP comprise:

- a) Labor forecast
- b) Employees demand management and it availability in market
- c) Demand and supply prediction of labor

For the purpose to obtain a competitive position in the market, Gould (1984) stated that various beneficial ways are recognized with the help of strategic HR functions, hence providing that these may play a significant role in gaining competitive edge over its competitors. On the other hand, Biles et al, (1980) explained that the ability of organization to attain their goals is distinguished by its employees in three ways e.g. cost economics, ability for efficient operations and capability run the newly set-up business and modify its operations.

Dwevedi (2012) displays that organization undergoing a planning process of balancing the amount of workforce for future comparing it with current workforce, estimation has been provided by the HR manager to work on the same for the purpose to avoid any uncertainty in future. HRP is an organized and long-term technique that utilizes the human resource in proper manner of the organization. For the purpose to make and retain the link of job to employees, special focus has been given to process of planning. Organizations invest in employee development to improve their skills and efficiency. When workforces are given specialized training related to their task and duty, they may execute better and more carefully without any supervision because training improves performance competence. Zubair et al (2006) revealed seven factors that had a favorable association with employee performance in a research. Selection, training, performance evaluation, career planning, pay schemes, employee participation, and job description are all variables. On the other hand, the businesses cannot achieve their goals without adequate human resource planning. Organizational resources, in addition to employees' diverse skill sets, talents, and knowledge, are used to ensure long-term growth and development in various businesses. Ahmad (2009) noted that performance improvement is the consequence of more than just superior system performance; rather, a motivated and enthusiastic workforce plays a role, which is made achievable by the successful implementation of strategies of human resources.

HRP objectives

Butler et al. (1991) stated that HRM plays an essential position in creating a competitive edge for the company versus its competitors. Manzini (1988) stressed the importance of integrating all organizational efforts with HR practices to successfully integrate business strategies. When all strategic plans, such as development, services provided to customers, innovative manufacturing techniques, improvements in after-sales services, mergers, and so on, are associated with the organization's HR practices, e.g. organizing, communicating, developing, appraising, and rewarding employees, and keeping an eye on the organization's future capabilities, the chances of success increase. HR procedures must also be in line with the organization's goals. Walker (1990) stated that "the efficacy of HR planning, like other organizational activities, relies on the viewpoint within which it is used." To successfully carry out the HR planning procedure, HR planners must have clear and specific goals in mind.



Effect of HRP on Organizational Performance

According to Edwards and Pearce (1988), HRP is especially vital for young, fast-growing, and high-tech firms. Older firms that want to differentiate their products and services, markets, acquisitions, or divestitures must also plan to recognize and change the employees needed for resurrection and sustained rivalry. Development of organization and succession planning are important in addressing the training and career growth needs of employees as well as meeting organizational expectations. If the in-house labor supply exceeds the need, the issue of resource reallocation must be addressed. HRP, according to Craft (1980), plays a key part in determining and describing the qualities of candidates to choose the best match that the company seeks. According to Noe et al. (2003), it is critical to correctly apply HRP in sequence to generate the lead time required to tackle possible challenges and risks to the competitive edge of organizations.

The performance of an organization can be assessed with the help of financial stability and effectiveness, but when HRP has been compared with organizational performance, and then some of the other factors are considered e.g. efficiency and effectiveness, motivation of employees, and Job satisfaction (Cho et al., 2005). HRP is composed of three practices that can enhance organizational performance to upsurge the skills, knowledge, and capabilities of the workforce. This, in the end, improves their empowerment like employment security and systemizes a few contribution programs for the workforce, and also provides them with the help of compensation and benefits motivation, and provides them internal promotion accordingly (Yongmei et al., 2007).

Speamerfam (2011) said that the HR department is accountable for an appointment the finest people for the business. All of this necessitates an important amount of thought intending to create appealing advertising that will attract skilled applicants. Following that, job responsibilities are presented to offer specifics related to the task, the duties to manage in a certain position, necessary credentials, and technical and other required abilities. Employee turnover is also predicted in human resource planning. Finally, interviews are conducted, and individuals are chosen for whom training is offered to ensure that they carry out effectively in all phases of their work. This efficient working environment motivates employees and lowers staff turnover. Furthermore, HR administrative tasks like performance assessment and employee rewards administration need appropriate management of all the departments. Gopikrishna (2011) emphasizes the importance of the HRP procedure by stating that when planning is done effectively, the organization's objectives are met. As a result, companies first gather data about their goals and objectives, and then they organize the people, resources, and other skills needed to accomplish those goals and objectives.

Human resource planning is becoming more important in the commercial world. Profits are diminishing as a result of inflation and bad economic conditions; thus, an efficient human resource planning process is seen as critical to increasing output while minimizing waste and personnel requirements to save money (Georg et al., 1980). In the end, it was concluded from the study and detailed investigation that human resource planning is the key to success for every organization irrespective of size, demographics, and market differentiation. All the departments of an organization e.g. Finance, manufacturing, marketing, and sales are moving around the Human resource department and their effective human resource planning and practices can accomplish the goals and objectives of the organization. Employee participation is also to be encouraged in upper management as well as lower management level to improve the efficiency and effectiveness of the organization.



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The current study also identified employee engagement as a factor to success along with the programs of talent management and development, which in the end able to retain the employees. The implication of the study provided a glimpse for the organization planning to strengthen their HR department, by providing training and development opportunities to current employees and also planning on retaining talented employee's policies. These policies may be made according to the requirement of every attached department e.g. manufacturing, sales and marketing, and finance.

Resource-based view theory

The current study has been based on the resource-based view theory which stated that the assets are valuable for every organization, difficult to reproduce, very rare and substitution is also very difficult. The benefit every organization wants to achieve over its competitors e.g. increasing sales and profit margins is only possible if the human resource planning and practices are strong enough. The resource-based theory provides that an organization's position in a rivalry is based on its HRP and its abilities rather than products and services. Because human resource planning and practices are the key part of resource-based view theory. The theory was highlighted first time in Barney's (1991) article. Various frameworks (Hassan et al., 2014) considered having direct relation to HR planning practices, and also the techniques to keep and motivate the employees of the organization. The current study revealed based on the RBV theory that human resource has very valuable assets and can provide a vital role in connecting organizational performance with factors of HRP. Therefore, the associating point of organizational performance achievement is to select and recruit the best-fit workforce, provide them with better training and development, permit them to work within their scope, and support them with rewards and bonuses which will lead to sustainable performance, keeping in mind the human resource management planning and practices.

Variables of the study

The variables extracted from different studies and considered for investigation are appended:

Independent Variables

- a) **Selection:** Selection is the stage of recruitment called filtration. The key purpose of which is the shortlisting of those candidates, whose abilities, experience, and qualifications match the job description (Atyeh, 2020).
- b) **Training and development:** The approach through which the skills and capabilities of employees are enhanced and updated (Atyeh, 2020).
- c) **Incentives (Appraisal):** The technique composed of proposing salaries and wages, bonuses, incentives and other related work benefits (Atyeh, 2020).
- d) **Working Condition:** This dimension denotes the location of decision-making power. Management establishes the core sections of the organisation, outlining the many activities that must be created in it to fulfill its goals in an orderly and coordinated manner (Centralization / decentralization) (Ali, 2019).

Dependent Variable

Job satisfaction (Organizational Performance):

According to Salau et al., (2014), organizational performance is a firm's strength and ability to attain its objectives with the help of employee retention, a diverse style of management, motivation internally, better dedication, job satisfaction, and job opportunities, all of which have meaningful and crucial impact on organizational achievement. Meyer et

al., (1989) noted that in order for a firm's success to be attained, such a business must focus to how its work force jobs may be enhanced, in addition to being adaptable to generate strategic change in accomplishing its goals.

Hypothesis of the study

H1: There is a significant association between selection and organizational performance.

H2: There is a significant relationship between training and organizational performance.

H3: There is a significant relationship between appraisal and organizational performance.

H4: There is significant association between working conditions and organizational performance.

Independent variables

Dependent Variable

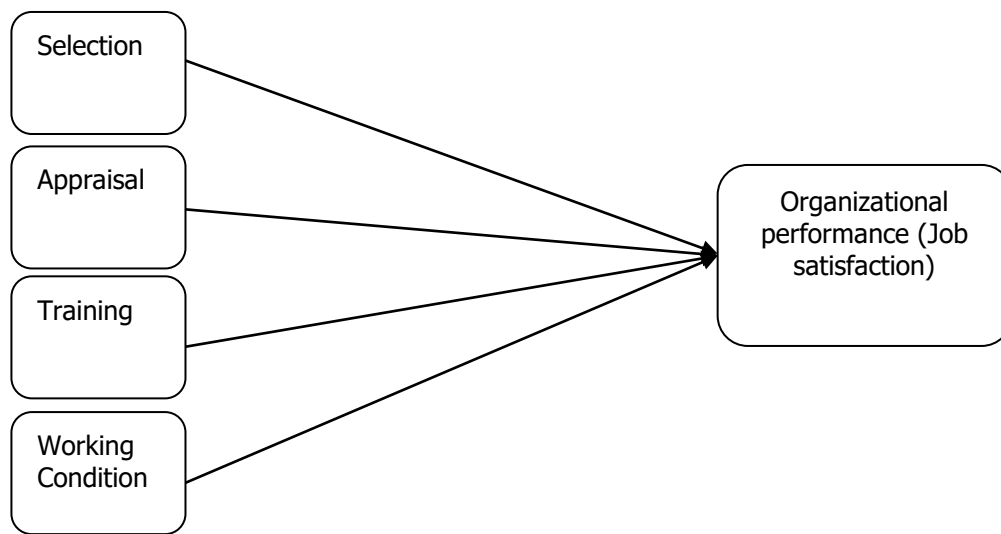


Figure 1.1: Theoretical/conceptual framework of HRP flow

Methodology

In the methodology part of the study the tool, sample and data analysis technique has been discussed. The study is qualitative in nature and the data is used for analysis is primary. The study population composed of all level of employees working in different department the organization. Due to the large number of organization non-probability convenience sampling method has been used for data collection, from which 76 female workforces and 74 males were selected from all department of the organizations total 150. For the purpose of data collection a self-rated questionnaire (Likert scale) has been developed considering the previous literature as a base, composed of 26 questions for the variables under investigation. Furthermore, the questionnaire has been distributed amongst the selected sample providing clear understanding and guideline of every single statement. The filled responses were then collected after giving some time to the participants. The collected data from the respondents were then analyzed with the help of different statistical methods on SPSS. Data analysis descriptive and regression analysis have been applied.

Results of the study

In this section of the article the descriptive statistics and inferential finding are enlisted in details with discussion. Starting from frequency distribution this section



comprises of descriptive analysis, reliability of data, normality of the data and residual, correlation, and at the end regression analysis.

Frequency distribution

In the appended table 1.1 the frequency distribution has been displayed of the factors like Gender, age of the respondents, designation in the organization they are working and highest level of education. Starting from Gender in the participants of 150, 74 participants representing 49.3% are males whereas 76 participants representing 50.7% are females. Age of the participants also revealed that; 5 participants representing 3.3% are within 20 and below category. 85 participants representing 56.7% fall within 21-40 years; 60 participants representing 40.0% are within 41 years and above. Moreover, on the basis of designation 8 (5.3%) participants were working in upper management level, 33 (22.0%) were operation managers, 42 (48.0%) HR managers, 24 (16.0%) were finance manager and 43 (28.7%) were other (sub-ordinate or general staff) respectively. On highest qualification, 25 (16.7%) participants were qualified secondary school, 27 (18.0%) qualified from high school, 35 (23.3%) completed their undergraduate degree and 63 (42.0%) were found with different qualification having extra pieces of training also.

Variable	Frequency	Percent
Gender		
MALES	74	49.3%
FEMALES	76	50.7%
Total	150	100.0%
Age of the respondents		
below 20	5	3.3%
21 to 30	51	34.0%
31 to 40	34	22.7%
41 to 50	33	22.0%
51 and above	27	18.0%
Total	150	100.0%
Designation of respondent		
General Manager	8	5.3%
Operation Manager	33	22.0%
HR manager	42	28.0%
Finance Manager	24	16.0%
Others	43	28.7%
Total	150	100.0%
Highest education completed		
Some Secondary	25	16.7%
Completed High school	27	18.0%
Some Additional Training	63	42.0%
Completed Undergraduate	35	23.3%
Total	150	100.0%

Table 1.1: Frequency distribution

Descriptive statistics

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Table 1.2 provide the descriptive results of the current study, the working condition resulted as the highest average of 3.1507 with a standard deviation of 0.71040 pursued by Training having the average value of 3.0233 with a standard deviation 0.38281. Moving forward Job satisfaction having mean value of 3.0080 with standard deviation of 0.59613, Appraisal 2.7587 and 0.66122, and Selection 2.8787 and 0.49799 respectively. The value of skewness found amongst the values -2 and +2 showing the data collected is normal and fit for further analysis.

Variables	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Selection	2.8787	.49799	.248	.147	-.042
Appraisal	2.7587	.66122	.437	.017	-.838
Job Satisfaction	3.0080	.59613	.355	.670	-.305
Working Condition	3.1507	.71040	.505	-.275	-.265
Training	3.0233	.38281	.147	.709	1.413

Table 1.2: Descriptive Statistics

Reliability of the data

The questionnaire created for the study was discussed with the expert for the reliability and validity purpose. Then after taking the expert point of view the reliability has been checked with the help of SPSS, the results of the Cronbach's alpha of 0.74 proved that the data is reliable and can be used for the analysis.

Reliability Statistics

Cronbach's Alpha	N of Items
.740	26

Regression analysis

The findings appended in table provided the results of regression analysis between independent variables (Training, Selection, Working Condition and Appraisal) and dependent variable (organizational performance). The F-ratio in the ANOVA proposed that the independent variables statistically forecast as the significant dependent variable, as the P-value for F found less than 0.05 showing the model is fit for generating conclusion. The $R^2 = 0.663$, and with a high degree of correlation ($R = 0.814$) showing the degree of variation through the selected independent variables in dependent variable. Findings also proposed that p-value of independent variables are Selection (0.000), Appraisal (0.000), Training (0.686) and working condition (0.659) respectively. On the basis of the results only two variables provided significant and positive relationship with the dependent variable organizational performance (Job satisfaction). On the other hand two variables e.g. training and working condition found no impact on organizational performance. Hence, the current study found that HRP has relationship with the organizational performance (job satisfaction).

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate	Durbin-Watson
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1	.814 ^a	.663	.654	.35073	1.737
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a. Predictors: (Constant), Training, Selection, Working Condition, Appraisal

b. Dependent Variable: Job Satisfaction

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	35.114	4	8.779	71.366	.000 ^b
Residual	17.836	145	.123		
Total	52.950	149			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Training, Selection, Working Condition, Appraisal

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	.049	.274			.179	.858
Selection	.474	.060	.396		7.921	.000
Appraisal	.567	.053	.629		10.710	.000
Working Condition	-.021	.048	-.025		-.442	.659
Training	.031	.078	.020		.405	.686

Discussion

The HRP is the back bone of every organization in the modern world, because of its applicability to every type of industry and organization. The emphases of organization to take and maintain competitive edge in the industry and perform better have to create, promote and utilize the HRP policies. In the current study the result provided that the factors of HRP have sustained its significance on the performance of organization. Some of the previous studies also found and discussed the significance of HRP with different factors. Mbiu and Nzulwa (2018) investigated the impact of HRP on the effectiveness of workforce in Kenya. The outcomes provided a direct and substantial connection between deployment, recruitment, training and development, retention of skillful talent, succession planning and performance. On the other hand, relating to our study (Anya et al., 2017) examined the association connecting HRP and performance of organization by taking the data of Oil and Gas companies of Port Harcourt, proposed the significant and positive connection of HRP with performance of organization with moderating effect of organizational structure. Talukdar and Khan (2013) also studied training as a factor of HRP with other factors e.g. goal orientation, performance management and labor market situation and found all of them as significant factors influencing the competitive advantage. Maina and Kwasira (2015) conducted their study in Kenya on the role of HRP and performance of employees. Their results concluded that attraction retention of employees moderates their performance.

Moreover, Farman et al., (2013) also considered the HRP impact on organizational performance of the UK telecom sector. The findings revealed that HRP is directly connected with the performance of organization. Eketu and Edeh (2017) investigated the association of HRP and sustainability of organization taking random sampling technique provided the same direct association of the factors.

Conclusion



In line with the results, the current research study concludes that HRP as assessed in the form of selection, training, appraisal and working condition improves the performance of organization. This provides that selection process is the key element of HRP along with appraisal which should be considered by HR managers before the constructing of human resource planning policies for their organization. In our study working condition and found insignificant but still these both can also be a great impact on the performance organization. It was also revealed that HRP is required when human resources selection process are undertaken due to the fact that if the person hired for a task was not right, it will be very hard to make better organizational performance. At the end it was concluded that investigation that human resource planning is the key to success for every organization irrespective of size, demographics and markets differentiations. All the departments of an organization e.g. Finance, manufacturing, marketing, and sales are moving around the Human resource department and their effective human resource planning and practices can accomplish the goals and objectives of the organization. Employee's participation is also to be encouraged in upper management as well as lower management level to improve the efficiency and effectiveness of organization. The current study also identified job satisfaction as a factor to success along with the programs of talent management and development, which at the end able to retain the employees.

The study contributed to the existing literature of HRM especially as HRP is the foundation for HRM practices e.g. hiring, selection, promotion, training and development, compensation in form of appraisal and retirement. Hence, the application of successful HRP always depends on the organizations dedications to develop these type of strategies which will attract peoples to operate in a peaceful, progress, growth and tranquility environment for the benefit of both employer and employee. It is promising for all the organizations to develop and execute a strong HRP, based on qualitative, quantitative and mutual coordination between the workforces they hired.

The implication of the study

Practical Implication

The implication of the study provided a glimpse for the organization planning to strengthen their HR department, by providing training and development opportunities to current employees and also planning on the retaining talented employee's policies. These policies may be made according to the requirement of every attach department e.g. manufacturing, sales and marketing, and finance. Finally, implication for management of the organizations might motivate workforce to acquire, share and apply their undertaking in order to attain the goals set by the organization with the help of human resource planning.

Theoretical implication

Theory is the most essential part of any study whether its results are going towards research or practice. The current study Resource base theory was studies which gives organization a position in the competitions on the basis HRP and its abilities rather than products and services. Due to the fact that human resource planning and practices are the key part of resource based view theory. Hence firms must look after their HRP with the theory, direct relation to keep and motivate the employees of the organization. The current study revealed on the basis of the RBV theory that human resource has very valuable assets and can provide a vital role in connecting organizational performance with factors of HRP. As a result, the associating point of organizational performance achievement is to select and recruit the best fit workforce, provide them with better training and development, allow them to work within their scope, and support them with rewards and bonuses, all while keeping



human resource management planning and practices in mind.

Recommendation

Some of the recommendations to be considered in future studies are; comparison might be made amongst the local and international companies HRP, also the structure of the HR department must be evaluated because every sector or industry or even organization has different HR strategies and setups. The sample size might also be extended in future studies for better results.

Limitations of the study

The current study is limited to the organization working in Pakistan only and also the different levels of managers of the various department were the participants. Samples selected through the convenience technique were also limited to 150 only.

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