

**THE IMPORTANCE OF HUMAN RESOURCE PLANNING  
IN INDUSTRIAL ENTERPRISES**

Kristína KOLTNEROVÁ, Andrea CHLPEKOVÁ, Jana SAMÁKOVÁ<sup>1</sup>

**Abstract**

*Human resource planning in the business practice should represent generally used and key activity for human resource management because human resource planning helps to make optimum utilisation of the human resources in the enterprise and it helps to avoid wastage of human resources. Human resource planning allows to forecast the future manpower requirements and also to forecast the number and type of employees who will be required by the enterprise in a near future. In the long term period, success of any enterprise depends on whether the right people are in the right places at the right time, which is the nature of human resource planning. The aim of this contribution is to explain the importance of human resource planning and to outline results of questionnaire survey which it was realized in industrial enterprises.*

**Key words**

*human resource management, human resource planning, industrial enterprise*

**Introduction**

Human resource planning must be an integral part of business planning because it is the core of all planning processes of the enterprise. The human being is the most important factor in the operation of the enterprise. A human resource plan must ensure that there is the right number and structure of people in the right jobs at the right time. These people should meet the required company objectives. Based on the mentioned above can be said that the well processed personnel plan is one of the assumptions at increasing sustainable performance and competitiveness of the enterprise.

---

<sup>1</sup>Ing. Kristína Koltnerová, PhD., Doc. Ing. Andrea Chlpekova, PhD., Ing. Jana Samáková, PhD. – Institute of Industrial Engineering, Management and Quality, Faculty of Materials Science and Technology in Trnava, Slovak University of Technology in Bratislava, Paulínska 16, 917 24 Trnava, Slovak Republic  
e-mail: [kristina.koltnerova@stuba.sk](mailto:kristina.koltnerova@stuba.sk), [andrea.chlpekova@stuba.sk](mailto:andrea.chlpekova@stuba.sk), [jana.samakova@stuba.sk](mailto:jana.samakova@stuba.sk)

## **The nature of human resource planning**

Human resource planning is defined by different authors.

According to Milkovich and Boudreau (1) human resource planning is the process of collecting and using information on the base of which it can be discussed the amount of resources spent on personnel activities.

According to Koubek (2) personnel planning serves to achieve the goals of the organization by development prediction, setting the targets and realizing arrangements leading to current and future ensure of business tasks with adequate manpower.

According to Cascio (3) human resource planning can be defined as effort to anticipate future business and environmental demands on an organization, and to provide the employees to fulfill that business and satisfy those demands.

Based on the definitions from different authors mentioned above, it can be said that each definition is a little different in its nature. Although they have common that the enterprises must have human resources necessary in the future in order to ensure the business objectives and requirements. This leads the enterprise to the competitiveness and prosperity.

Human resource planning can be assessed **in a wider meaning** – it means comprehensive and balanced approach to human resources (plan of the personnel development of employees) and **in the strict meaning** – it means planning the need of employees and planning the coverage of these needs (plan of employees, plan of staffing the jobs) (4).

Human resource planning seeks to ensure that the company has not only in the present but especially in the future the human resources (2):

- in required number,
- with the necessary knowledge, skills and experience,
- with the required personal characteristics,
- optimally motivated and with desired relationship to work,
- flexible and ready for change,
- optimally positioned on jobs and in working group,
- at the right time,
- with the appropriate costs.

The basic aim of human resource planning is to assign the necessary number of employees with required qualification being consistent with the company business plans at the right time and at the right position. It is also necessary to plan a series of steps to eliminate the detected differences between real and desired (required) condition of the employees in enterprise (5).

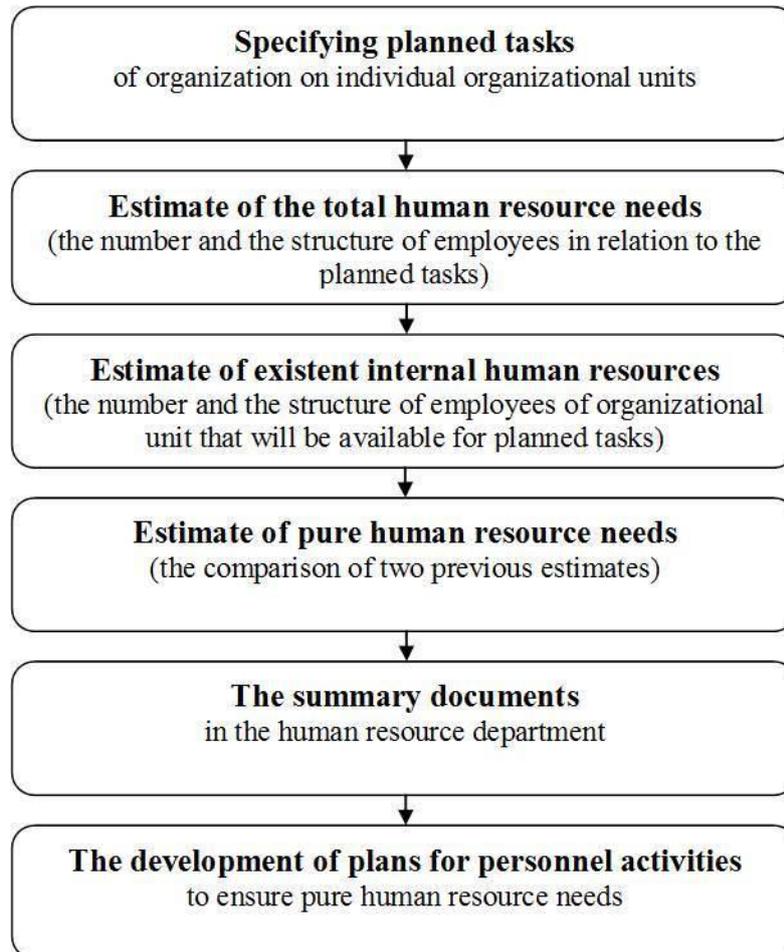
## **The process of human resource planning**

The basis of every planning process is key questions (1, 6):

- 1. Where are we now?** (evaluate the external and internal conditions and conditions for employees)
- 2. Where do we want to be?** - on the basis of strategic forecasting (set the objectives in personnel area which reflect the pursuit of efficiency and maintain a corporate culture)

3. **What should be done to ensure this transition?** - use plans (select appropriate activities and allocate resources)
4. **How did we do it? Where are we now?** (evaluate the results in terms of the original objectives. The whole process begins again)

The process of human resource planning is shown in Figure 1.



*Fig. 1 Steps of process the personnel planning (7)*

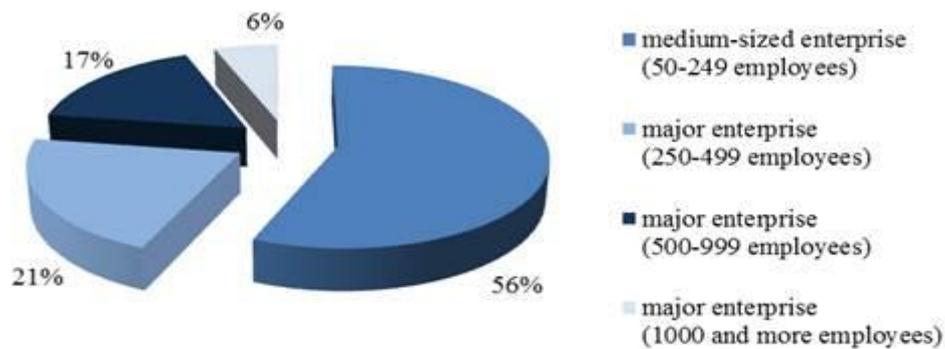
The scheme involves the equation: **total need - internal resources = pure need**. Pure need may be zero but may signal a future shortage or excess of employees. Of course, a part of the personnel planning is periodical monitoring and evaluation of the plans in a light of new knowledge and new tasks that arise (2).

### **Human resource planning in practice**

The information about human resource planning was obtained using the questionnaire survey. When deciding for this method, we took into account factors such as number of respondents, labour utilization, time horizon and financial aspect. A questionnaire survey was implemented in 2012. Questionnaires were sent to medium-sized and major industrial enterprises in Slovakia (by number of employees) and various focus of business activities. On

questionnaire responded 71 medium-sized and major industrial enterprises. Questionnaires were distributed using the online form, electronic form and physically in industrial enterprises. We tried to address the questionnaires directly employees of the personnel department because we assumed that employees these departments provide accurate and relevant information.

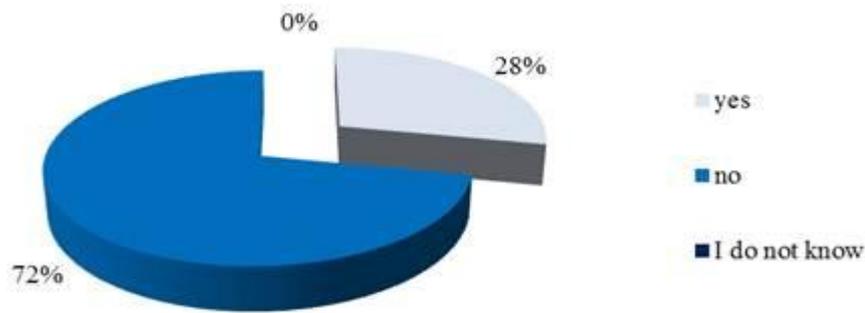
In Figure 2 can see that on the questionnaire responded by 56% medium-sized of enterprises (50-249 employees) and 44% of major enterprises (250 and more employees).



*Fig. 2 Size of the enterprise*

Based on results we gathered from the questionnaire, we can be interpreted these partial outputs:

- Medium-sized and major industrial enterprises elaborate short-term personnel plan mostly in the annual term (54%) and in the quarterly time interval (32%).
- Medium-sized and major industrial enterprises use mostly the combined procedure for human resource planning (51%).
- Medium-sized and major enterprises deal with human resource planning and they consider this planning as integral part of business planning.
- Most medium-sized and major industrial enterprises (72%) have not to prepare a written document (methodology, procedure of steps with using methods and tools) for creation of short-term personnel plan that would ensure that this planning was systematic and controlled (see Figure 3).
- On the other site, most of the enterprises (56%) consider the development of such a document as a one precondition for increasing competitiveness of enterprises.



**Fig. 3** *Elaborated a written document for creation of short-term personnel plan*

If the enterprise is expected to achieve an exceptional performance, it is important that human resources were planned well. Therefore, it should establish a methodology for creating of human resource plan because a well prepared personnel plan saves time, cost and brings efficiency in the using of human resources and also personnel plan represents the first step in creating appropriately large and qualified staff.

### **Conclusion**

Human resource planning is one of the major areas of human resource management. It allows the company to realize its goals, increase the effectiveness and competitiveness of enterprises in the labour market. Human resource planning helps to reduce future uncertainty and to better operate the organisation.

A human resource plan must ensure that there is the right number and structure of people in the right jobs at the right time. These people should meet the required business objectives. Otherwise, it is possible that business goals and plans may not be filled and also the competitors can dislodge the company from achieved market position.

### **Acknowledgements**

This contribution is a part of research project VEGA 1/0787/12 “*The identification of sustainable performance key parameters in industrial enterprises within multicultural environment*”.

### **References**

1. MILKOVICH, T.G., BOUDREAU, J.W. *Human resource management*. Praha: Grada Publishing, 1993, pp. 190-191. ISBN 80-85623-29-3
2. KOUBEK, J. *Human resource management : the basics of modern human resource management*. 4<sup>th</sup> ed. Praha: Management Press, 2007, p. 93, p. 100. ISBN 978-80-7261-168-3
3. CASCIO, W. F. *Managing human resources : Productivity, quality of work life, profits*. 3<sup>rd</sup> ed. New York: McGraw-Hill, 1992, p. 119. ISBN 0-07-010996-6

4. VETRÁKOVÁ, M., SEKOVÁ, M., ĎURIAN, J. *Human resources and their management*. Banská Bystrica: Univerzita Mateja Bela, 2001, p. 32. ISBN 80-8055-581-8
5. ČAMBÁL, M., HOLKOVÁ, A., LENHARDTOVÁ, Z. *Basics of the management*. Trnava: AlumniPress, 2011, p. 106. ISBN 978-80-8096-138-1
6. FERJENČÍK, J., BOSÁKOVÁ, M. *Human resource management*. 2<sup>nd</sup> ed. Bratislava: EKONÓM, 2001. 191 p. ISBN 80-225-1413-6
7. KACHAŇÁKOVÁ, A., NACHTMANNOVÁ, O., JONIAKOVÁ, Z. *Personnel managment*. Bratislava: IURA EDITION, 2008, p. 40. ISBN 978-80-8078-192-7

**Reviewers:**

Doc. Ing. Jana Šujanová, PhD.

Renata Stasiak Betlejewska, MSc. PhD.