

Master's Thesis On

IMPACT OF HUMAN RESOURCE PLANNING ON ORGANISATIONAL PERFORMANCE IN IT SECTOR

*FOR THE PARTIAL FULFILLMENT OF THE REQUIREMENT
FOR THE AWARD OF
MASTER OF BUSINESS ADMINISTRATION*

**UNDER THE GUIDANCE OF
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CERTIFICATE

This is to certify that the Master's Thesis "**Impact of Human Resource planning on organisational performance in IT sector**" has been organized with the aid of using Ms. Sonal Upreti beneathneath my supervision and steering. The undertaking file is submitted in the direction of the partial success of two year, Full time Master of Business Administration.

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DECLARATION

I, Sonal Upreti Roll No. 20GSOB2010043, scholar of School of Business, Galgotias University, Greater Noida, hereby claim that the Master's Thesis on "**Impact of Human Resource planning on organisational performance in IT sector** " is an unique and authenticated paintings finished with the aid of using me.

I similarly claim that it has not been submitted some place else with the aid of using some other individual in any of the institutes for the award of any diploma or diploma.

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ACKNOWLEDGEMENT

I would really like to offer warmest gratefulness to my school mentor and manager Ms. Isha Srivastava for bringing the load of his sizable enjoy and know-how to these studies paintings named **“Impact of Human Resource planning on organisational performance In IT sector”**.

Her non-stop steering and fetching out the maximum applicable and sensible subject matter for the studies in order that I can grind my personal know-how. I understand as this possibility as a large milestone in my profession development. I will attempt to apply won abilities and know-how withinside the first-rate feasible way, and I will keep to paintings on their improvement, for you to obtain preferred profession objectives. Hope to keep cooperation with top human beings in future. As we've come to our cease adventure of being a expert course, this undertaking will upload on greater fee to my expert existence coming ahead. This studies wok will emphasise in the direction of the cutting-edge state of affairs of the marketplace and varnish my expertise of numerous problems and issues confronted with the aid of using popular public. I will ensure to benefit that getting to know on this undertaking a good way to beautify my know-how and vicinity of specialization.

ABSTRACT

Human resource planning is one of the burgeoning academic fields. Human resource management is considered a key competency by organisations since it leads to improved organisational performance. The impact of human resource planning on organisational performance is the topic of this study. The goal of this study is to identify major factors of formal human resource planning that contribute to IT industry performance.

Human resource planning is one of the burgeoning academic fields. Human resource management is considered a key competency by organisations since it leads to improved organisational performance. The impact of human resource planning on organisational performance is the topic of this study.

The goal of this study is to find out what factors influence formal human resource planning in the IT industry. Questionnaires were used to gather information from senior executives, middle managers, HR managers, and support workers. The study's main findings revealed that throughout the time period under consideration, there was no significant evidence of efficient human resource planning in the IT sector. A examination of the literature turned up no empirical evidence of previous similar studies. The findings of the factor analysis on HRP measures selection, training, and incentives, as well as organisational performance measures such as job satisfaction, efficiency, employee motivation, and technology, show a substantial and positive association.

As modern HR practices are implemented in IT sector and companies would spend more on Human Resources, it would lead towards High performance achievement.

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INTRODUCTION

Human resources managers are in charge of coordinating and regulating staff in order to improve the performance of the firm. In today's economy, maximising the utilisation of human resources to achieve a company's goals is critical. As a result, the practise of planning by the human resource department is the focus of this study (Eniola& Elizabeth, 2013). Human resource planning is a method of determining an organization's existing and future human resource requirements in order to meet its objectives. Human resource planning should connect human resource management to an organization's broader strategic plan.

Employees who retire, die, leave organisations, or become incapable due to physical or mental illnesses must be replaced by new employees in large numbers. Human resource planning assures an uninterrupted supply of personnel. In the face of an unavoidable and even desirable increase in staff turnover, human resource planning is critical. Employee turnover is caused by a variety of circumstances, including voluntary resignations, discharges, marriages, promotions, and seasonal business changes. Many firms experience a constant ebb and flow in their workforce as a result of these factors. Regardless, several researchers revealed that human resource planning methods are often regarded as a fundamental component of organisational procedure (Benjamin & Anthony, 2014). msaa, 2015). Organizations have increasingly acknowledged the fact that the company's human resources are valuable and can be a unique source for competitive advantage, no wonder most companies have to pay dearly in terms of organizational performance for neglecting this fundamental principles of effective human resources planning.

IT / ITES (Information Technology / Information Technology Enabled Services) industries are increasingly making headlines in business publications. A increasing number of IT and ITES corporations are establishing offshore units and development centres in India. Because of the high insurgency in India's IT industry, there are several process opportunities available, and we should prepare ourselves to take advantage of them. Control establishes how the organisation must progress from its current manpower position to its desirable manpower position through human assets, establishing plans. Control attempts to have the right amount and types of humans in the right place at the right time, making decisions that will benefit the organization which will result in both

company and the person receiving most lengthy-run blessings. HR planning is a system for predicting the human resources needed to complete a specific task. It also evaluates the personnel skill set required for each task. It's a difficult project that forecasts the future demand and supply of HR in the company. Human resource planning encompasses the entire process of identifying and acquiring the right number of people with the right skills, encouraging them to achieve high performance, establishing links between business goals, and assisting in the planning of sports.

"HRP is the method – combined with predicting, creating, executing, and regulating – by which a corporation ensures that it has the proper amount and form of humans, at the proper location, at the right time, doing things for which they are economically most appropriate," says Geisler.

Human resource planning, according to E.W. Vetter, is "the method by which a management calculates how a company enterprise must transition from its current manpower function to its ideal manpower function."

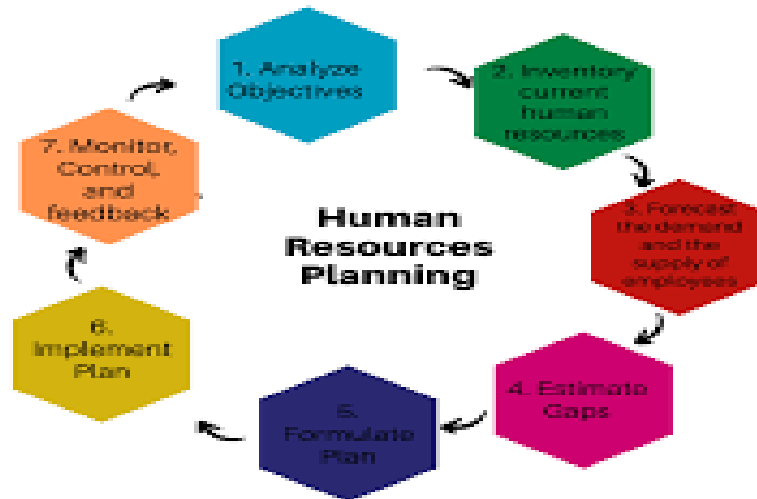
In order to have a sufficient supply of competently advanced and encouraged humans to perform the duties and obligations required to meet organisational goals and fulfil individual goals, the company may have an adequate number of qualified people available at the appropriate times, appearing jobs that meet the needs of the corporation and which give pride for the integration method to appearing the components of the making plan of the employees function.

HR Planning is required to prepare the organization's future-ready and addressability issues, as well as to avoid talent shortages and adapt with technology developments in order to meet the organization's desires or changes. The purpose of HR planning is to foresee the need for assistance, control change in terms of HR allocation/reallocation and utilisation within the organisation, recognise organisational goals, talent engagement, and employee promotion.

Human Resource Planning (HRP)

"The process by which an organisation determines whether or not it has the right people in place who are capable of executing those objectives that will assist the company in achieving its goals." (HRP Guidance) Human resource planning was defined as "the process by which an organisation determines whether or not it has the right personnel in place who are capable of fulfilling those objectives that will assist the business achieve its goals." (HRP Guidance) . "The process by which an organisation analyses if it has the necessary individuals in place who are competent of executing those duties that will aid the firm in attaining its goals," according to the definition. (HRP Recommendation) Human resource planning was introduced because there was no suitable system of managing people within the organisation previously, and certainly while following human resource management, top managers realised that the efficiency of work had increased, and certainly there were some techniques and processes developed which could increase organisational performance, so gradually the entire layout of human resource management was made, and it was concerning the management of people.

The process of HRP is as follows:



In the human resource planning process, there are four main, broad steps. Each phase must be completed in order to reach the final goal, which is to create a strategy that allows the organisation to successfully attract and retain enough competent personnel to meet its demands.

1. Examining the Labor Supply

The first stage in human resource planning is to determine the present human resource supply of the firm. The HR department examines the organization's strength based on the number of people, their skills, credentials, jobs, benefits, and performance levels in this step.

2. Forecasting Labor Demand

The organisation must describe its workforce's future in the second step. Promotions, retirements, layoffs, and transfers—anything that affects a company's future needs—can all be considered here by the HR department. External factors such as new technologies that may enhance or diminish the requirement for personnel might also be considered by the HR department.

3. Balancing Labor Demand With Supply

1. Forecasting employment demand is the third step in the HRP process. HR provides a gap analysis that identifies precise requirements for narrowing the company's labour supply versus future demand. Frequently, this study will lead to a series of questions, such as:

- Should staff learn new skills?
- Does the organisation require additional managers?
- Do all employees in their current roles play to their strengths?

4. Developing and Implementing a Plan

The answers to the gap analysis questions assist HR in determining how to proceed in the last part of the HRP process. HR must now take action to align its strategy with the rest of the organisation. To execute the strategy, the department requires a budget, the ability to implement it, and a coordinated effort with all departments.

NEED OF STUDY

Employees serve as the talent storehouse in IT firms, therefore human resources are a valuable asset for them. Human resource planning (HRP) is also in the spotlight due to the importance of human resources. It is critical to have a complete description of the employee as well as the work for which he is available in order to maximise the employee's efficiency. Sometimes an employee represents the organization's legacy, but he isn't performing well in his current job or role. Organizations are also affected by both surplus and shortage of employees. HRP assists the firm in overcoming these issues by planning the amount of employees and their job descriptions. Not only this, performance appraisal being the top motivating factors in the organizations need to be managed properly and HRP helps in this also by analyzing the employee's devotion to his work and his regularity in the organization.

The primary goal of this research is to determine the basic determinants of Human Resource Planning that might help organisations improve their performance in the "IT sector." The main focus was on ensuring the continuation of formal human resource planning and finding variables that can improve organisational performance in the following UK public sectors:

Furthermore it has some sub-objectives which are as follows

- To help the IT sector in managing their staffing problems.
- To ensure effective utilization and maximum development of human resources
- To ensure respect for human beings
- To achieve and maintain high morale among employees

REVIEW OF LITERATURE

Information technology is critical for boosting human resource efficiency and productivity, as well as for organisational growth in general. Because human resources are an organization's most valuable asset and strategic factor. On the other hand, possessing high-quality people resources with high productivity, as well as fresh and up-to-date information, methodologies, and information technology capabilities, determines a nation's position in the global divisions hierarchy today. When human resource training is objectively focused at achieving organisational excellence and growth. **(Nzari, 2017)**

Due to an increased demand for records processing/talents combined with a shrinking labour force (the toddler bust), skill shortages in key areas (e.g., systems analysts, engineers, facts base experts, records/communications professionals) are becoming increasingly important to plan for and expand personnel efficiently. The need to develop management teams capable of "doing more with less" and with a larger number of employees. Various advances have come together to foster the growth of web commerce. The rapid advancement of computer technology, together with the rapid acceleration of communication frameworks and the development of complex programming, has altered the way business is conducted **(G. Nedumarn et al). (2019)**.

Carole Tansley and Sue Newell, (2007)[21], argue that project leadership's knowledge and behaviour influenced project team trust and social capital development, and that this knowledge should be exploited in the context of global HR information systems. To build trust within the project team, project leaders communicate this information in three areas (external leadership, internal leadership, and hybrid leadership).

The developed countries, according to Heid and Murphy, have continued to lead in terms of offering a superior environment for obtaining, nurturing, and developing talent. With current globalisation, demographic, and economic trends, as well as cultural, generational, gender, and working modes, organisations must adapt dynamically. This can be accomplished through talent solutions such as developing creative responses to global mindsets, learning agility, and developing deep and broad

talent; new and adaptive systems, and diversity leverage (**Sahay, 2014**).

According to researchers (2005), the "heartbeat and toolset of the HR company today" are workforce and innovation. HRM is without a doubt the business unit most directly responsible for managing and developing the workforce, while IT is without a doubt the facilitator for HRM in attaining such a goal.

The task of containing human resource expenses in the context of governments' pattern of offloading education/improvement, fitness, benefits, and other costs onto businesses. The demands of fast-paced social and legislative changes (e.g., pay equity, employment fairness, and so forth.) (**M.Baladevi, et al (2019)**)

Many companies have realised that their most valuable asset is their people, thus making the proper recruit is at the top of their priority list for most HR professionals (**Girard and Fallery, 2010**).

According to Carole Tansley, Sue Newell, and Hazel Williams (2001) [23], the name "Greenfield" conceptualises a rupture with current employee relations practises or a philosophical break with the past. The ability of HR systems to automate, inform, and transform data in an e-greenfield environment favourably influences the nature and implementation of HRM style ideas, policies, and practises. The failure to consider the possibilities for information sharing impedes the development of HR specialists' knowledge of their clients' needs. This could be evidence of a highly costly missed opportunity in the future's "knowledge era."

The impact of particular human resource management strategies on business performance is the subject of a growing corpus of empirical study. Although there is a broad number of human resource practises that might impact company performance individually or collectively, (**Beh & Loo, 2013**).

In 2021, A. Hemalatha, P. Barani Kumari, Nisha d Nawaz, and Vijayakumar Gajenderan conducted research on the "Impact of Artificial Intelligence on Recruitment and Selection" and concluded that if corporations learn to enrol in palms with AI era, they will teach AI era to be an extension of their corporations rather than an update. The use of AI in the recruitment process can reduce the strain for recruiters who have better

candidates. It is recommended that corporations (recruiters) learn how to join hands with AI technology; they will train AI technology to be extensions of their organisations rather than updating them. The integration of AI into the recruitment process can reduce the strain for recruiters who have more applicant experience.

Human resources are regarded as an organization's most valuable asset, but only a handful can completely realise their potential (**Ahmed, Schroeder, 2003**).

In 2016, Akuamoah Worlanyo Saviour, Amedagbui Kofi, Buabasah Daniel Yao, and Letsa - Agbozoseph Kafui conducted research on "**The Impact of Effective Recruitment and Selection Practice on Organizational Performance**" and found that, despite a few stressful situations associated with recruitment and selection practises, those measures were effective within the employee selection process, despite the fact that much work remains to be done to decorate. Recruitment and demand for more staff determines an organization's overall average standard average overall performance, which is critical if the company want to achieve its objectives.

Financial stability and productivity can be used to measure organisational success, but when it comes to relating human resource planning to organisational performance, we must examine other factors such as efficiency and effectiveness, employee motivation, work satisfaction, and employee trust (**cho, Woods, & Mayer, 2005**)

RESEARCH OBJECTIVES

- a) To look into the advantages of HRP in IT companies.
- b) To investigate the function of HRP in strategic activities by IT company HR managers.
- c) To investigate HRP's overall impact to IT organization's human resource planning.

RESEARCH METHODOLOGY

The research approach is medical and systematic in search of relevant facts on a certain topic. It is a methodical investigation or quest for new information in any field of expertise. This research looks at how it is used in academic settings. Research is a systematic attempt to get knowledge, and as a result, it allows for realistic expertise in looking at multiple steps that may be developed as a result of a study in reading his studies problem in conjunction with the excellent judgement behind them. The purpose of this chapter is to present the various approaches involved in dealing with the research questions raised within the problem statement, and it discusses study design, goal population, pattern length and sampling approach, information supply and tool of information series, information series approach and information evaluation approach, validity, reliability, and moral issue.

Research Design

Qualitative studies, survey and interview techniques are used on this thesis to apprehend worker potential approximately choice procedure and motivation for staying withinside the long time dating with the company. Sample of 50 respondents from top 7 IT companies (on the basis of their market share) have been taken to discern the role of IS in human resource planning of their organisations. The research design used is exploratory. Data for this study is acquired mainly from primary sources but secondary sources are also well thought-out. Primary sources include employees of the IT organizations who filled up the questionnaire geared up for the study. The data is also collected from the secondary sources including internet, websites of various IT companies etc. The organizational survey shape have been electronically circulated among 50 personnel in IT sector at some point of the

month of February and March – 2022, while handiest 30 personnel participated, for survey questioner.

Source of Data

Data is gathered from each number one and secondary sources.

1.Primary Data: Primary information are gathered via a based questionnaire. A nicely based questionnaire has been organized given to the respondents through the researcher.

2. Secondary Data: For conceptual understanding, sources such as Websites, published Articles, journals, paper publications, Organizational reports, and books was used.

Sample Size

Sample length way the variety of sampling devices decided on from the company for research. The general pattern length this is taken for this look at is 30.

Sampling Unit :

The layout followed for this look at is descriptive studies layout. This layout turned into selected because it therefore pick as it should be the traits of a selected machine helped to look at the provision of the machine in addition to the regular that would limitation as effectiveness.

Sampling Method: A sampling approach wherein a easy is chosen on the idea of comfort and case.

Research Instrument: Structured questionnaire is used right here because the tool to acquire the information, each open ended and closed ended questions have been used to possible.

SURVEY RESULT

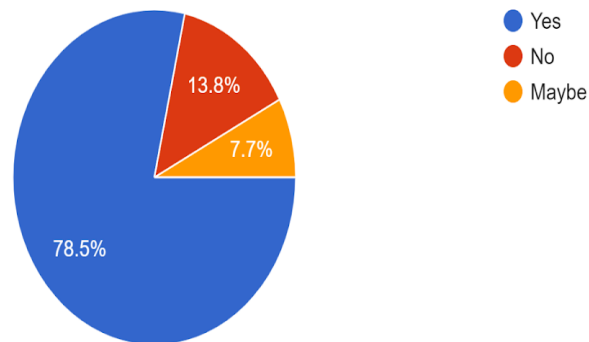
The evaluation of the facts is achieved as in step with the survey locating.

The facts is represented graphically in percent. The percent of the humans opinion had been analyzed and pressed withinside the shape of charts.

Interpretation of Questionnaire-

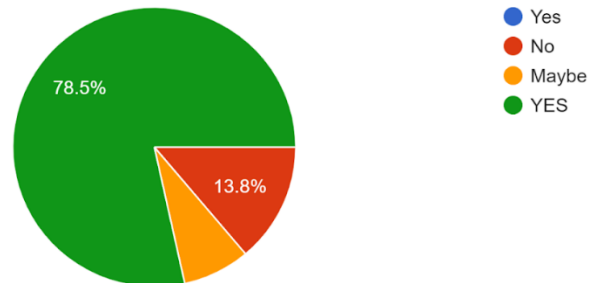
Is human resource planning activity carries out by the human capital department of the company.

65 responses



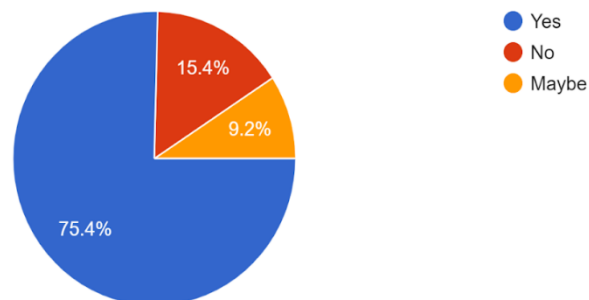
Interpretation: This evaluation suggests that maximum of the respondent i.e., 78.5% thinks that human resource activity is carried out by most of the human capital Department of IT company , 13.8% are saying no while 7.7% are not sure

Q2. Does the company undertake human resource planning before recruitment exercise?
65 responses



Interpretation: This evaluation suggests that maximum of the respondent i.e., 78.5% thinks that their company do undertake human resource planning before recruitment exercise while 13.8 % don't sense the same, while other are not sure.

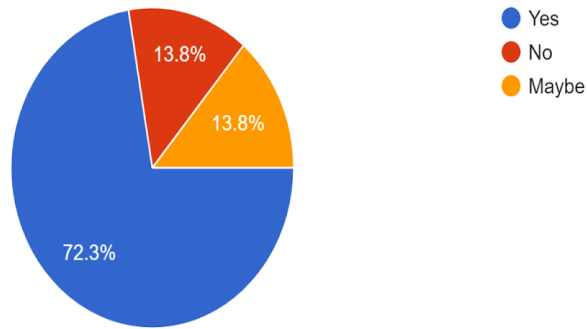
Q3. Does human resource planning enhance employee's performance in an organization?
65 responses



Interpretation: This evaluation suggests that maximum of the respondent i.e., 75.4% thinks that their company do undertake human resource planning to enhance eemployee's performance in an organization, while 15.4 % don't sense the same, while 9.2% are not sure.

Q4. Do you agree that human resource planning and development is an indispensable factor in the growth of IT company.

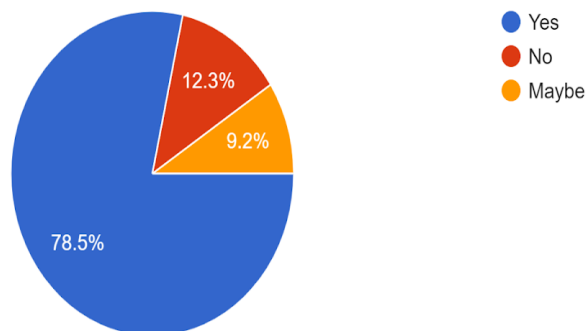
65 responses



Interpretation: This evaluation suggests that 72.3% respondent believes that human resource planning and development is an indispensable factor in the growth of IT company, 13.8% are not sure while others have no clue.

Q5. human resource planning for efficient recruitment and selection of employees

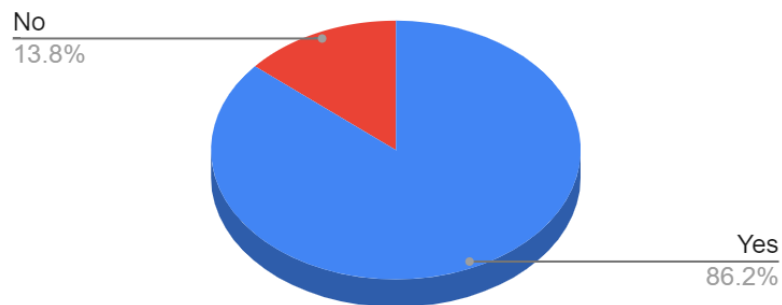
65 responses



Interpretation: This evaluation suggests that maximum of the respondent i.e., 78.4% thinks that their company do undertake human resource planning for efficient recruitment

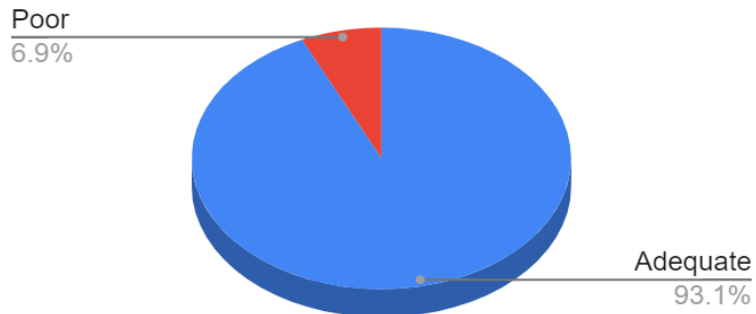
and selection of employees in an organization, while 12.4 % don't sense the same, while 9.2% are not sure.

Does HR provides an adequate pool of quality applicants ?



Interpretation: This evaluation suggests that 86.2% respondents consider the assertion that HR offers an ok pool of nice candidates and 13.8% disagree with the assertion.

Rate how well HR finds good candidates from non-traditional sources when necessary?



Interpretation: This evaluation suggests that the score of HR in locating proper applicants from non-conventional supply whilst vital is ok in line with 93.1% of the applicants and approximately 6.9% price it poor. Interpretation: This evaluation suggests that maximum of the respondent i.e., 89.7% replied for sure and 10.3% replied for No.

SUMMARY AND CONCLUSION

Human resource planning is the process of anticipating an organization's future personnel needs while taking into account both. The tasks required for human resource planning may not be readily obvious internally. However, an organisation that does not plan for human resources may struggle to meet its needs or achieve its overall aim.

For example, a manufacturing corporation with new automated equipment may have the equipment idle for weeks or months if the personnel who would run it were not trained before installation.

Human resources are a valuable asset for IT companies because it is the sole facet where a company's lack of competitiveness must be compensated. IT organisations can have the ball in their hands by using HRIS. HRIS assists organisations in both quantitative and qualitative human resource planning. As a human resources information system, it may hold a large amount of data about employees, which helps not only in identifying occupied and empty positions, but also in determining if the individual in that position is qualified for the job. Other benefits of HRIS include better HR decisions and better workforce oversight and control.

As a computerised system, HRIS also aids in the reduction of various costs such as labour costs, recruitment costs, and so on. By entering personnel information into HRIS and analysing such data, numerous expenditures can be cut. Despite these benefits, HR managers use HRIS to do excellent strategic operations. Training and development management, succession planning (identification of key positions and their requirements), applicant tracking in recruitment and selection, manpower planning, personnel information and identification (attendance tracking, etc.), salary planning, absenteeism analysis, turnover analysis, and work scheduling are all examples of these activities. These actions can be stated as follows: HRIS analyses the job position to the candidate's qualifications and skills, thereby assisting in determining the training needed to close the gap. HRIS also assists in tracking employee attendance in order to determine their consistency and dedication to the company. This aids not only pay planning but also performance

management. In conclusion, HRIS is a wonderful tool for HRP, but there are still some bones to pick up and acts that HRIS has not absorbed that should be worked on.

HR planning must be related to the company's overall strategy for domestic and worldwide competition, and it must be translated into the quantity and types of personnel required. Adopting the HR planning and development strategy to meet the organization's resource needs will be extremely beneficial to business. Demand Forecasting should be used to determine the form of a company's workforce, which covers the wide range of employees that may be required, with specific skills, in defined jobs. Supply Forecasting can determine the availability of human resources to meet those demands, whether from within the agency or from the external labour market. Human resource planning aims to close any gaps in human resources with specific skills, whether they exist across the company or in specific organisational units. To get the resources on board, an outsourcing model can help drive cost and cycle time control.

The impact of technology on human resource planning has made the entire process productive and efficient, from recruitment through employee retention for all such variation solutions. Human resources with decision-making tools, on the whole, speed up administrative and legal compliance tasks. Companies who want to retain their finest employees place a greater emphasis on developing technologies to keep track of data and performance.

DISCUSSION

The most essential takeaway from this research was that research requires adequate time and effort. Because all participants were obliged to use company domain intranet emails during the survey, the hybrid work mode feature shortened the time, affecting respondents' participation. It was not difficult to create personas because all three participants were friendly. It was also observed that they were happy to share whatever was asked of them, and it was realised that when employees are asked about the organisational situation, they want to contribute by sharing challenges they face. The interview session gave a similar impression, but facial expression could not be monitored in this study, which could have added more authenticity in the results. During the research, it was discovered that empathy is a critical component in understanding an employee who is volunteering his time to help develop a business. Participants acknowledged that they do not usually utilise empathy while drafting HR policies, but they also agreed to use it in policies and other employee-related topics. Overall, this research demonstrates that the organisational culture of favouritism has depressed people. Although motivational policies exist, they are rarely implemented. According to the data, the organisation should concentrate on modern methods for employee selection, the effectiveness of the interviewing process, and other selection instruments such as testing, employees' emotional as well as financial needs, and the construction of dreams for employees from an early stage. It's important to remember that this study was done with a limited group of people in a controlled environment. As a result, more research is needed to identify the employees' preferences for selection processes and long-term relationships before generalised generalisations can be reached.

LIMITATIONS OF THE STUDY

1. The most significant research constraint concerns the industry perspective. HR's role can be explored in every industry because human resources are an organization's asset regardless of industry. Future study efforts could be directed toward examining the impact of information technology on HRP across a wider range of industries.
2. Because the research study was limited to individuals who wished to be interviewed, future research may focus on a more generously proportioned sample of respondents in order to validate the study's findings.
3. Another restriction is the study's static character, which means it is based on the current scenario of IT level and usage, but it can be improved in the future. As a result, similar study can be undertaken in the future to determine whether HRIS is improving over time.
4. Another disadvantage is that the questionnaire survey may suffer from reaction bias, despite the fact that it is cost-effective and dependable to a degree but not completely. As a result, field observations and qualitative interviews with managers or other interested parties from the sample are expected.

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APPENDICES

Appendix

ORGANIZATIONAL SURVEY FORM

This survey is conducted within the organization to understand staff and management relationship.

Please say Yes/No with the following statements.

Scale Value : Yes , No , Excellent , Adequate.

1. Is human resource planning activity carries out by the human capital department of the company.

Yes

No

2. Does the company undertake human resource planning before recruitment exercise?

Yes

No

3. Does human resource planning enhance employee's performance in an organization.

Yes

No

4. Does HR provides an adequate pool of quality applicants ?

Yes

No

5. Do you agree that human resource planning and development is an indispensable factor in the growth of this

Yes

No

IMPACT OF HUMAN RESOURCE PLANNING ON ORGANISATIONAL PERFORMANCE

By Sonal Upreti

Submission date: 08-May-2022 02:09AM (UTC-0400)

Submission ID: 1810410987

File name: Final_Sonal Upreti _master_thesis_Autosaved.docx (494.38K)

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