

The influence of Human Resource Planning on Organisational Performance: A Study in Sultanate of Oman

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Abstract - This paper aims to study the impact of human resources planning on organizational performance in the government ministries in the Sultanate of Oman. It has investigated key determinants of human resources planning that may affect organizational performance in Omani ministries. The study population, which consisted of staff in human resources and human development departments in the Ministry of Health and the Ministry of Agriculture and Fisheries, and includes 20 respondents. To achieve the objectives of the study, the researcher distributed a questionnaire, and collected and analyzed data using. A comprehensive analysis was conducted based on descriptive statistics and correlation analysis. The results indicated that human resources planning is closely linked to organizational performance in the Omani Ministry. The paper presented recommendations for improving human resources planning in the Omani Ministry.

Keywords: human resource planning, organizational performance

I. INTRODUCTION

Authors discussed human resource management as a specific part of the organization's focus on providing guidance and managing people at work, but the success of organizations depends on the skills and level of competence of their staff (Farman et al., 2013; Louch, 2014; Opoku-Mensah, 2012). Few authors have argued that competent skill and manpower can only be obtained when recruitment, selection and other human resources planning activities are in place (Gifford, 2011). For some organizational performance largely depends on factors such as employee motivation, rewards, safety management and training (Darren, 2015). Farman (2013) emphasizes that human resources management is a process that goes beyond the mere recruitment of a certain number of people based on organizational needs and covers various aspects of staff management within the organization that focus on the design of staff entitlements, staff recruitment, training, performance appraisal and remuneration, and benefit. HRP is a process to ensure that the organization's human resources requirements are defined and plans are developed to meet regulatory requirements (Husna, 2013).

On the other hand, studies have indicated that HRP is a long-standing task within organizations, particularly in governments where it is considered an administrative activity (Louch, 2014). The authors have shown that through this task, the government sector is committed to being a good employer, seeking to secure committed employees (Opoku-Mensah, 2012); developing and managing staff capable of providing the best services to the

government and society as a whole (Kuzmin et al., 2012). Few authors discussed the need to respond to changing societal expectations and with the growing scope of the HRP program, FAO should specifically plan for human resource management and development activities that achieve higher organizational performance or improved (Joanna, 2012). In such a scenario, this study will add value to the existing literature and also help to understand the impact of HRP on the performance of the organization mainly in the context of the Sultanate of Oman.

II. LITERATURE REVIEW

Is an organized and proactive process that coordinates strategic planning, human capital and budgeting to achieve organizational goals (Joanna, 2012). Organizational performance is an unstable balance between efficiency and effectiveness Performance is also seen as the state of enterprise competitiveness, which is reached with a level of efficiency and efficiency that ensures a sustainable market presence (Cosmin et al., 2012). HRP was defined by Husna (2012) who said that human resources planning is an important process aimed at linking business strategy and operating human import.

Organizations must have a competitive advantage as competitive advantage is very useful for enterprises. The Corporation's interest in the development and competency skills of human resources planning personnel, including skills to explore ways to use HR planning to achieve a competitive advantage (Revelation, 2016). The increased performance of the organization represents a competitive advantage over its competitors, and this can be achieved

through human resources planning (Tende, 2017). Companies should benefit from the competitive advantage they have over other organizations. Employee resources are rare, unchangeable, and valuable. In order to benefit from competitive advantage, there must be creating and supporting organizational culture that ensures effective management of training and performance management tasks (Batti, 2013).

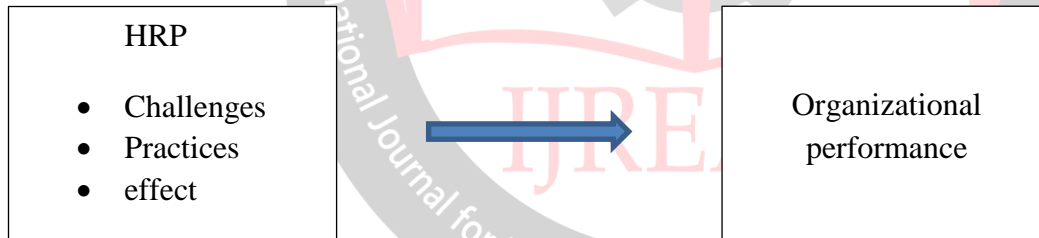
Effect of HR Planning on organizational performance

To understand human resource planning practices, the organization must consider how these practices are affected by the internal and external environments of institutions. There are many factors that affect the organization's human resources planning practices. These factors can be divided into two categories. Internal and external factors. The external factor is the overall factor that affects the planning of human resources outside the boundaries of organizations and cannot be controlled by organizations (Mddom, Kasim, Shamsuddin, 2012). Key external factors include government policies where government policies affect the organization in terms of labor policy and policy towards maintaining specific functions of different communities and other government policies. Also, factor level economic development. The level of economic development determines the level of human resource development in the country and thus the provision of human resources in the future.

On the other hand, internal factors are controlled by the organization and consist of those factors within the organization itself that affect human resources planning (Mddom et al., 2012). Including organization policies and strategies that define the Organization's policies, strategies for diversification, alliances, etc. HR requirements in terms of quality and quantity. In addition, the human resources policies of the Organization with regard to the quality of human resources, the level of compensation, the quality of work life, etc., affect the human resources plan. Besides, job analysis based on the HR plan is based on job analysis. Job descriptions and job descriptions determine the type of employees required. Also, time horizons and organization with a fixed competitive environment can plan for the long term while companies with an unstable competitive environment can only plan for a short term range.

According to Mersi (2003), there is a significant and positive relationship between HR planning and organizational performance. In another study by M Arsad (2012), the impact of workforce planning on organizational performance has a positive relationship between the workforce planning and organizational performance. The Chand and Kato study (2007) found that workforce planning has a strong relation to productivity, and the impact of productivity on organizational performance.

III. RESEARCH FRAMEWORK



IV. RESEARCH HYPOTHESES

H1: There is a positive relationship between HR planning and organizational performance in ministries sector in Oman.

Results of the Study

S. No	Statements	Mean score	Standard deviations
1	Human resources planning at my organization aims to achieve adaptation with the changes in the external environment.	2.4700	1.16736
2	Human resources management in my organization is committed to planning for the human resources.	2.3400	1.08451

S. No	Statements	Mean score	Standard deviations
3	The organization plans for the human resources to develop their vision and strategic objectives.	2.4100	1.07398
4	There is clarity in the objectives and plans of the human resources in my organisation.	2.6500	1.10440
5	I have a clear understanding on the development of human resources plans.	2.7300	1.17941
6	The organization allows the staff to participate in planning the human resources.	2.8500	1.28216
7	Human Resource Department is primarily responsibility for HR Planning.	2.2424	1.15256

S. No	Statements	Mean score	Standard deviations
8	Finance/Administration department is involved in human resource planning.	2.4600	1.15837
9	Public relations department is involved in human resource planning.	3.0800	1.17791
10	I am satisfied with human resource planning practices in my organisation.	3.3600	1.44614
11	The employees are supported with required technical knowledge and skills through training.	2.5400	1.04852
12	Employees are promoted periodically.	3.3600	1.44614
13	There is an annual plan for the training and development of the human resources that are set according to department needs.	2.4400	1.19189
14	The organisation trains the human resources in order to increase their knowledge about their jobs.	2.3500	1.20080
15	The organisation trains the human resources to develop their professional skills.	2.2900	1.14852
16	Training is linked with the preparedness of the staff.	2.5900	1.23987
17	In my organisation, there is an environment that stimulates learning and development	2.8800	1.41621
18	Excess staff is not a major challenge to HR planning in my department.	2.5100	1.06832
19	The organization gives adequate priority to human resources planning and implementation.	2.5700	1.19134
20	Induction on human resource practices is provided in my organisation.	2.7100	1.31268
21	We have sufficient staff and this is due to effective human resource planning.	2.9600	1.23844
22	Regular promotion takes places due to effective human resource planning.	2.9700	1.14111
23	Staff skills has improved due to effective human resource planning.	2.6800	1.08134
24	Effective human resource planning enables high production leading to achievement of organizational goal.	2.2200	1.05006
25	Effective human resource planning leads to overcoming the problem of frequency job turnover, go slow and absenteeism.	2.3400	1.10298
26	Organization productivity increase due effective human resources planning.	2.2900	1.14852
27	Effectiveness of human resource planning depends on adequate	2.2525	1.02363

S. No	Statements	Mean score	Standard deviations
	organisational information.		
28	Effective human resource planning enables the organization to overcome the deficit of employees, then increasing its performance.	2.1200	1.01782
29	Organization should create awareness on importance of human resources planning.	2.0200	1.04427
30	In my organization human resources and its plans are given sufficient priority.	2.7600	1.47792
31	Human resource planning enables organization to maximize the utilization of its human resources.	2.4400	1.02809
32	Human resources planning enables the organization to achieve its objectives in better manner.	2.1800	1.03845
33	Human resource planning increases the organisational information base that are advantageous to human resources department and other departments.	2.2100	1.06643
34	Human resource planning enables the organisation to gain economies on its recruitment function.	2.3636	1.00463
35	Human resource planning facilitates career or personal development activities.	2.3700	1.08855
36	Human resource planning enables the organisation to organize successful exit plans that are advantage for the employees and the employer.	2.1111	1.00903
37	Human Resources planning supports the organization to executive its employment function.	2.1600	.89578
38	Human resource planning enables the organization to allocate work in efficient and effective manner.	2.3400	1.08451
39	The organisation has sufficient budget for human resource development.	2.8500	1.29782
40	The senior management is committed to develop effective human resource planning.	2.5800	1.20755
41	Senior managers must be creative in imposing retention procedures during human resource planning	2.3600	1.21871

Serial element 22 has the highest grade (2.9700) (see Table 1). This result indicates that planning processes within ministries are well established and well aware of the importance of promoting staff, where they develop the spirit of competition among staff to acquire knowledge and skills for higher positions and reduce discontent and confusion.

V. RECOMMENDATIONS

Human resources refer to people who use their knowledge, skills and abilities to create and deliver effective services. Human resources are the organization's largest resource. Effective HR planning attracts appropriate quality and quantity of personnel, maintains staff within the organization, and develops staff knowledge, skills and capabilities. To improve Oman's public enterprise system, a training and management development program should be implemented to enhance the capacity of Oman's public institutions and staff. Investing in improving staff knowledge and skills will allow Omani public institutions to develop more productive and effective staff.

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