



Review on Human Resources Planning and Development

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May 5, 2022

Review on Human Resources Planning and Development

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ABSTRACT:

In a organization various staff works together creatively to increase organizational success. In this paper we are focusing on development stages of working staff together as well as individual by considering following parameters such as inquisition, establishment, maintenance, democratic activities with the help of stages of development also focusing on relationship with the chronological age of individuals and level of participation in group task.

1) INTRODUCTION:

The discipline-based research on human resources management has evolved considerably over the past decade. During this time period, scholars have taken an increasingly closer look at each of the major HR functions to learn more about the ways in which specific types of HR policies, practices and procedures may influence a wide array of individual and firm-level outcomes. Similar trends have emerged in the HR research that has been published in hospitality-specific outlets. HR studies have been conducted – either explicitly or implicitly – to determine the extent to which the findings from the general domain apply to hospitality contexts.

In light of these developments, the purpose of this paper is to present a comprehensive review and comparison of the research that been published in the general and industry-specific HR domains over the past ten years. This article will discuss the key topics that have been examined across five major HR

functions, highlight the general findings and identify the primary implications for future hospitality research. The paper will begin by presenting an overview and analysis of the recent HR research that has been published in discipline-

based outlets, followed by an overview and analysis of the HR studies that have appeared in hospitality-specific outlets. A comparison of the topics and findings provides a basis for identifying research priorities that may have the greatest impact for advancing our understanding about HR issues that are particularly germane to the hospitality industry[3].

This review focuses on following five HR functions.

- 1) Strategic HR
- 2) Staffing
- 3) Training
- 4) Performance Appraisal
- 5) Compensation and benefits

2) FINDINGS FROM THE GENERAL HR LITERATURE

2.1. Strategic HR:

Current conceptualizations remain fragmented, but there have been several constructive efforts to clarify and elaborate on the ways in which HR systems may be leveraged to maximize firm performance.

For example, Colbert extended one of the most commonly applied frameworks for examining the HR-firm performance relationship, the resource-based view of the firm, and presented an integrative, complex model that incorporates key elements of the universalistic, configurational and contingency perspectives that have been used to guide much of the previous research in this field. Additional efforts have been taken to more fully account for factors outside the organizational context that may affect various linkages embedded within the HR-firm performance relationship.

In terms of the empirical findings, there is substantial support for models that articulate direct and indirect links between a firm's HR

system and various measures of firm performance.

For example, a recent meta-analysis examined the findings from 116 studies and showed that three general dimensions of an HR system – skills-enhancing, motivation-enhancing and opportunity-enhancing practices – were directly related to a composite measure of financial performance[4].

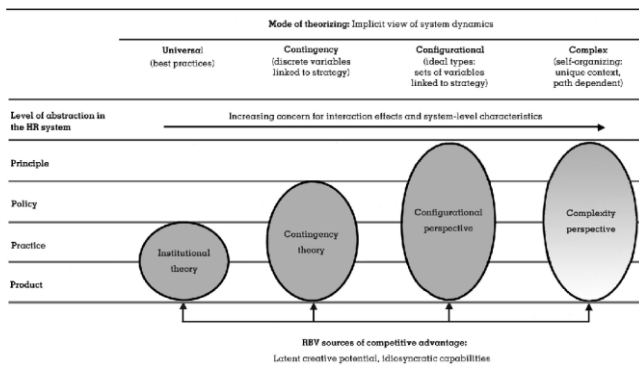


Fig.1 Colbert Strategic Model

2.2. Staffing:

In terms of recruitment, continued attention has been given to the factors that may influence not only the number and types of individuals who apply for positions but also the extent to which those factors may influence whether job offers are accepted. For example, a recent meta-analysis of 232 studies showed that characteristics associated with the job, organization, recruitment process, recruiter behaviours and applicant expectancies were significantly related to applicant perceptions of attraction, but the magnitude of the relationships varied at different stages of the recruitment process. The results also showed that perceptions about fit were a strong predictor of applicant attraction throughout the recruitment process, but that the impact of recruiter behaviours declined at the later stages of recruitment. Another growing area of recruitment research has integrated findings from the marketing domain and examined the ways in which a company's image, brand and reputation may influence attitudes and behaviours of job applicants[3].

For example, Collins and Han showed that low-involvement recruitment practices were more

effective in firms that had a less positive/weaker reputation, whereas high-involvement recruitment practices were more effective for firms with a more positive/ stronger reputation. Recruitment scholars have also responded to the growing importance of technology and have examined the roles and impact of web-based recruitment practices, including the use of social media. Finally, similar to research in the strategic HR field, several studies have been conducted to examine the generalizability of previous findings from studies on recruitment and staffing to settings around the globe.

2.3. Training:

Training that has received a great deal of interest is the impact of various individual and contextual factors on various aspects of the training process. For example, several studies have examined attitudinal and motivational factors, particularly perceptions about support that may influence preparation for and performance during training, as well as the transfer of newly acquired knowledge and skills to the job.

These findings, along with those from studies that have examined factors associated with instructional design and delivery, reinforce the need to look beyond the formal learning context to more fully explain how individuals acquire new knowledge and skills, and apply what they have learned. suggests that training not only has a direct effect on various organizational outcomes, but similar to the findings in the strategic HR field, the link between training and firm-level outcomes may be mediated and/or moderated by several individual and firm-level factor.

2.4. Performance Appraisal:

In terms of performance appraisal, scholars have continued to examine the use and utility of multi-source feedback. For example, Smither et al's meta-analysis of 24 longitudinal studies showed that feedback from three primary sources – direct reports, peer reports and supervisor reports – had positive but very small effects on performance improvement. These findings show that a variety of individual and contextual factors may influence the efficiency and impact of performance feedback.

2.5. Compensation and benefits:

By comparison, research on compensation and benefits has received much less attention than other HR functions. Most of the studies in this domain have examined the impact of specific program components on individual outcomes. For example, studies have linked factors such as financial rewards and communication about pay with numerous employee attitudes, behaviours and performance. However, most of findings demonstrate that a contingency approach is needed to explain how incentive and reward systems may influence employee outcomes. For example, Bamberger and Belogolovsky found that the link between pay secrecy and employee task performance was mediated by perceptions about fairness and performance-pay instrumentality, and moderated by an individual's tolerance for inequity. Thus, it appears that more attention is needed to the process by which pay and benefits may influence desired outcomes[2].

3) FINDINGS FROM THE GENERAL HR LITERATURE

In addition to the suggestions offered throughout the preceding review and comparison, there are at least two broader and potentially fruitful areas for future hospitality research. A related implication is that some of the linkages and contextual variables that have been examined in previous studies are likely to be more relevant in hospitality settings when compared to other types of businesses. For example, the findings from general and hospitality-specific training studies have demonstrated the importance of managerial support for the learning process. However, this type of support may have a much more pronounced influence in many hospitality settings because of the close working relationships between managers and front-line staff that are evident in many operational settings [1].

As such, future research should examine the relative importance of the antecedents and outcomes that have been linked to the HR system, as well as the potential mediating and moderating influences of situational factors that may dictate the effectiveness of hospitality HR systems. The second major implication from the recent HR

research is that consideration should be given to the ways in which HR systems and practices can be adapted in response to the dynamic nature of hospitality settings. Indeed, the research that has examined the HR flexibility construct has shown that a wide array of competitive influences may have a direct and/or indirect impact on the effectiveness of any HR. Similarly, consideration should be given to the nature of the relationships among the various HR practices that are implemented in response to the unpredictable nature of many hospitality settings[1][2].

4) CONCLUSION

As such, hospitality HR scholars need to take a closer look at the characteristics that are particularly salient in labour-intensive, service-focused settings and determine which HR policies, practices and systems may have the most utility and impact. Doing so will enhance our conceptual understanding about effective hospitality HR systems and provide a basis for developing more actionable guidelines for practice.

5) REFERENCES

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