

## Human Resources Professionals' Point of Views On Applying of the Human Resources Planning: 'Example of İşbir Synthetic'

Cemal IYEM

Associate Professor, Sakarya University, Business School, Department of HRM,  
ciyem@sakarya.edu.tr

Sinem SAVASIR

Sinem SAVAŞIR, Master Student at Sakarya University Human Resources Management  
Department  
Email: sinemsavasir@hotmail.com

**DOI Link:** <http://dx.doi.org/10.6007/IJARBSS/v7-i5/2875>

**Published Date:** 06 May 2017

### Abstract

Nowadays when the technology effect on managements is increasingly continuing day by day, the factors composing business to business rivalry discrepancy, Show an alteration depending on this state. In this sense, the consideration way for 21.century is no doubt through organizing continuously the management's structure and plans about the future. Thus, management gains the ability of responding continuously to all types of confusion and variation cycle which is taken place and may occur. In this case, the study aims at collecting knowledge about the matters such as how the human resources planning is and how an ideal human resources planning have to be, and offering solutions in behalf of blocking this resultant complication in reality. In order to reach the objectives of the research, an individual semi-structured interview is fulfilled with the employees of human resources department in Balıkesir İşbir Synthetic Woven Fabric A.Ş and in the light of given answers, solutions and suggestions are presented. According to acquired findings, although it has enough knowledge about the human resources planning, except for some corporate firms, it will not be wrong to say that there is a common view on planning function is not implemented.

**Keywords:** Human Resources, Human Resources Planning, Management, Human, Work

### Introduction

In 21<sup>st</sup> century, rapidity, rivalry, technology, quality, productivity, strategy etc. are one of the concepts starting to be mentioned in terminology as the functions leading to the future and providing the continuity of institutions. For the managements, the aim is to obtain more efficiency by following the advancement of the technology closely, using less resource and nonetheless it is to provide the saving of time. Because it hasn't been intitled right to live for

the organisations that can't use productively, not satisfy the sectors and the customers they offer service, not produce strategies and policies they will have a voice in national and international markets, not manufacture fast and quality production, not behave in accordance to the rational principles and not use the possessed human resources in accordance to the organisational aims.

In this case, personnel planning which is one of the most important subjects of human resources, become one of the subjects firms lay emphasis on most. In line with this purpose, many methods are developed and firms' existing situation is analysed by these methods. However the alteration starting by The Industrial Revolution and going on increasingly, obliges the firms not only to know the personnel numbers for their status quo, but also to make predictions for the future. Therefore the concept of the personnel planning in human resources becomes the most important subject. Personnel planning displays the requirement of qualified employees who can work suitable for the job definition for the areas where it is needed.

In this context, the study's aim is to research and evaluate the subjects whether planning is applied or not today and how an ideal planning should be done and also to determine how much knowledge has been informed. In order to instantiate the survey, it has been interviewed on planning with 5 personnels working in Balıkesir İşbir Syhntetic / Human Resources Department. This survey comprises of two parts. The first one is prepared for the conceptual framework, and the second one is for the research part.

## **1. The Conceptual Framework**

### **1.1. The Concept of the Human Resources**

Today when there is a too fast change, managements start to realize that competitive advantage which provides them to create the difference with innovator and creator opinions in the face of the customers, is to retain talented workers and to impose upon them in the best way in accordance with the management's aims. The factors such as, globalisation, the increasing rivalry circumstances, the continuous development of information and communication technology change the human resources management's viewpoint on their employees. The employees who were seen as a cost element by the managements in the past, become their most valuable presence today and each employee starts to be utilized as an ability that creates value added in the management. The understanding of utilizing the employees like a resource gives way to that of being managed the abilities (Doğan ve Demirel, 2008: 146).

The function of personnel management which has been one of it's essential facilities for years, has given it's place to the management of human resources after 1980s. The most important difference between both concepts is that while personnel management prioritizes it's benefit much more and regards the labor productivity as primary objective, human resources management aims both labor productivity and employees' satisfaction (Sabuncuoğlu, 2008: 7).

As well as human resources management's enlarging the narrow administrative functions of the classical personnel management, it represent a lot of strategic mission and vision. Human resources management shows up as an understanding of administration where traditional personnel management strategies become integrated with modern management activities such as planning, selection, education and development, the career of the employees in the management (Yüksel, 2003:9).

Consequently, human resources management plays a key role focusing on more people, handling wage earner's relationships in an administrative structure, developing suitable personnel policies for the institution culture and from this concept in institution management. Thus, human resources management is an approach dealing with wage earner administration, trying to understand how the relationship between all employees in the institution will materialize and to determine how they have to be (Fındıkçı, 2001:9-10).

### **1.2. Human Resources Planning**

Typically planning is identified as a work of selecting and regulating the optimum one among all alternative ways achieving the goal ( Uğur , 2008: 69).

It includes the processes of finding and improvement of the alternatives and choosing the optimal one of these alternatives ( Hesapçıoğlu , 1994:1).

Planning is a conscient process which has a qualification of selecting and improving the best behaviour one and it establishes the first step of all administrative works to reach the goals ( Şahan, 2006: 6).

The prospectiveness is hidden in this notion. Planning is done by considering the future time and it is decided to reach detected targets at the end of convenient time span (Aydın, 1977: 29).

Also the planning of the human resources management is the process that an institution keeps needed type and numbers of personnel available intended point and at will (Kaynak, 1989 :10).

Briefly, human resources planning prevents the institution from working with excessive and deficient numbers of personnels and refers relevant activities with the personnel so that the organisation can comply with environmental changes (Gürüz, 2007: 97).

### **1.3. The Objectives of Human Resources Planning**

An organisation never relies on just the chance in order to find a qualified personnel from external sources. It needs to search qualified and skilful staff and to make plans for pulling such employees in the organisation for the present and following works, and this has to be an activity which is maintained without a break. These activities will provide that the organisation has a reserve of staff in case of recruiting when it needs (Şahiner, 1993: 34).

It is mentioned that planning human resources management has two main targets in being realised management's aims. The first one is; respecting to human resources, it enables the organisation to make predictions and plans about the subjects such as inputs and outputs, the statements in the future, last-minute changes in it. The second one is; it aids that manpower in stock, knowledge and skill are utilized most appropriately and are evaluated.

In accordance with both purposes, managements estimate the need for human resources in the future and they keep requested human resources available in the direction of this prediction.

Thus, it can provide that existing and being employed human resources in the future , are utilized efficiently and productively by both connecting with management between application and with the future.

### **1.4. Significance of The Human Resources Planning**

It matters to that manpower requirement in short, medium and long term is qualified in aspect of the organisation's productivity and not losing of services it offers (Aykaç , 1999: 103).

Human resources planning helps providing the maximum productivity from knowledge and skill that employed population in the organisation owns. While it is provided that the future need for human resources is designated in terms of quantity and quality by these plans, it is contributed in providing employment of qualified staff, withholding them and being directed of organizational change. In terms of the organisation it has a vital importance as a tool enabling it to utilize the potential of organisation's human resource efficiently, productively and rationally. Carrying out personnel activities like election, promotion, transfer and shutdown according to the arbitrary principles in the organisations which don't make planning, will cause a serious problem. In this case, for the organisation it will be hard to produce useful goods and services, it will be imperiled to maintain it's vitality in recent rivalry conditions, too (Kaynak, 1990: 7).

### **1.5. Reasons Necessitating the Human Resources Planning in Organisations**

These are the following factors directing the organisations to make a systematic human resources planning (Can ve diğ., 2001: 93-94):

**Personnel requirement for the future:** Human resources planning reveals overtly that the organisations will be in need of personnel in after days.

**Achieving the variation:** Human resources planning make it easy for the organisation to accord with the environmental changes such as rivalry, technology and changing market. Likewise, such environmental changes affect the level of the content, skill and number of needed personnel in organisation's works.

**Providing the personnel who owns deep knowledge and skill:** The significance in organisational personnel compound is on rather executive and professionalised personnel. It really takes a long time that these types of personnels are searched, found and developed because the number of them is generally finite.

**Strategic planning:** Modern organisations are interested in strategic planning. Personnel planning is one of the parts of strategic planning, too. Main formation of human resources planning provides needed rudiments to design and fulfill primary personnel management functions like human sources planning, staff, selection, transfer.

## **2. Human Resources Professionals' Points Of View On Applying Of The Human Resources Planning: 'The Example Of İşbir Synthetic'**

### **2.1. Purpose of the Study**

Applying this study on those who work in the human resources department indicates the area where it is conducted. It aims at evaluating the results searching and revealing how much knowledge has been informed about human resources planning which improves recently, whether this knowledge is enough or not, if planning practice has been applied today and what kind of activities should be operated so that there is a better planning than the available one.

### **2.2. Sample of the Study**

In order to investigate thoroughly in this study, the purposeful sampling way has been followed which it may be determined as selecting the ones who have a rich seam of information within this context of it's purpose. According to this, it has been interviewed by 5 personnels working at Human Resources Department in Balıkesir İşbir Synthetic. It has an importance to receive views especially whose work at the human resources department with regard to express opinion about this process.

The main reason for choosing İşbir Synthetic in this study is that it has been a basic strategy is to let each İşbir company be leader in this sector since it was found, it contributes to the country development by highly productive and profitable companies and it continuously pays dividend to it's shareholdings. In this regard, it is thought that this organisation will show successful results for this research.

### 2.3. Method of the Study

Qualitative research method is seen more suitable for the study between qualitative and quantitative ones. Technique of semi-structured interview is used as a method of collecting data. It is consider appropriate to evaluate this data and context analysis after reaching people and collecting the data through the technique of semi-structure interview in this study.

### 2.4. Restrictions of the Study

No one lets the voice recording possibly because of the lack of feeling of confidence. Also a worker doesn't let me to use his/her identity and in this study this person's surname is not stated. These reasons are the one of our study's restrictions.

### 2.5. General Characteristics

The list of ones who attend the interview in İşbir Synthetic is as follows:

NAME/SURNAME	EXPERIENCE/POSITION
Altuğ EKİNİL	18/ HR Director Proxy
Süleyman ŞENER	10/ HR Manager
Yasemin ADAK	5/ HR Generalist
Soner ATALAY	9/ HR Vice President
ÖZDEŞ A.	10/ Chief of Education and Development

### 2.6. Findings and Evaluation

The evaluation of these interviews takes place in this part.

In summary, the data is ranged in this way:

1. The analysis of demographic specification
2. The analysis about human resources planning from the human resources professionals' viewpoint
3. The results of human resources planning applications
4. The application of an ideal human resources planning

Test subject's phrases about human resources planning are as below:

Theme 1 : The Sense of HRP

<b>ALTUĞ EKİNİL</b>	It means that departments make <u>the study of permanent staff</u> , put proper personnel in the right position, <u>draw a right career plan</u> in his/her personal and vocational training and meanwhile keep a minimum level of company's personnel expenses.
<b>YASEMİN ADAK</b>	It's being selected of proper personnel for the right position <u>on behalf of being one of the best firms.</u>

<b>ÖZDEŞ A.</b>	It is <u>planning about when and how need for labour is satisfied by predicting it in the company.</u>
<b>SÜLEYMAN ŞENER</b>	It means to <u>make the labour force be in the bull pen</u> as it should be.
<b>SONER ATALAY</b>	It means <u>to provide of being employed right personnel in right position</u> , predetermining the in case of the statements in subjects like training and present and future deficit personnel.

### Evaluation

According to the data obtained in the interviews, human resources professionals present enough information to us in the matter of human resources planning aims and sense. The answers are alike a lot. According the people being interviewed, human resources planning is to 'employee right personnels in right positions' in less cost and time. In addition to this, it means that preparing career plans for these personnels while providing essential training for them. According to the workers, planning is a human resources function that requisite for being applied in order to provide the organisation's time, cost and rivalry superiority. The expressions of test subject that is interviewed, about advantages and disadvantages of human resources planning are as below:

### Theme 2: The Truth of HRP 'The Pros and Cons'

<b>ALTUĞ EKİNİL</b>	An accurate human resources planning prohibits both labour loss and possible expenses because of falsified dilemma. However, <u>when hrp isn't made by a correct framework's and management's contribution, it may cause unpeaceful atmosphere as it endamages present structure of organisation.</u>
<b>YASEMİN ADAK</b>	The greatest advantage of planning is <u>the fact that it avails in preventing supernumerary personnel or deficit personnel.</u> I don't think that it causes an <u>extra disadvantage</u> as long as a systematic planning is made.
<b>ÖZDEŞ A.</b>	Planning <u>provides managing the works systematically, but an incorrect planning may cause imputed cost and loss of time in organisations.</u>
	It is an advantaged function <u>for taking measures in today in case of future circumstances,</u> but there have to be <u>a close communication between departements of</u>

<b>SÜLEYMAN ŞENER</b>	the organisation and the system has to <u>operate unfailingly</u> . It may create negative results in case of a potential disagreement or loss of information flow. <u>Training expenses</u> , malfunctions in managing can be among them.
<b>SONER ATALAY</b>	It's an considerably advantaged state if the system is processed wholly, top management and other departments think and behave <u>facultatively and systematically</u> on this topic. But, <u>a small defect in this system may turn it into a disadvantage</u> . Also, it's a possible occasion to experience negative conditions like not providing productive results.

### Evaluation

According to the obtained data, human resources professionals clear up enough information about the pros and cons of HRP. It's generally thought that possible expenses may be disadvantages although there is a consensus on providing a competitive advantage in today when a competition environment is intense if HRP is progress systematically.

Test subject's phrases about HRP's results and it's present applications are as below:

### Theme 3: The Results of HRP Implementations

<b>ALTUĞ EKİNİL</b>	The fact that HRP shows effective results <u>depends upon the a well-organised department and management's tight support</u> .It's quite hard to say that this <u>system operates properly</u> .
<b>YASEMİN ADAK</b>	It's said that HRP's effective results <u>depend on planning settlement's sound footings</u> .Even if I think HRP partially shows <u>effective results in corporate firms today, I don't say this system has settled in other small companies</u> .
<b>ÖZDEŞ A.</b>	The fact that HRP shows effective results <u>depends upon detection of the needs of labour and action in a systematic way</u> . However, this planning function on paper <u>has not been operationalized just as lots of management system</u> .
<b>SÜLEYMAN ŞENER</b>	Effective results of HRP rely on <u>communication force between the departments, being thought step by step and long range and given to the life</u> . Today, despite the fact that human resources

	management has been in the limelight, there hasn't been much in practise.
<b>SONER ATALAY</b>	Effective results of HRP depend on quality of information flow between low echelons and top management, precise too. Many firms ignore this subject, even they don't require to create such a department.

### Evaluation

These are stressed points that working systematically, being well-organized and the importance of a strong communication in HRP implementation. However, HRP department and correspondingly HRP practices unfortunately are slubbered subject and scarcely any except for a few large-scale firms although they are so important.

Test subject's ideas about how an ideal HRP has to be as are below:

### Theme 4: An Ideal HRP Implementation

<b>ALTUĞ EKİNİL</b>	<u>A sensitive HRP can be primarily formed as a result of designation of personnel who utilizing most but at least cost, rather than the cooperation among available personnels who are at planning term, favouritism and unexperience of dissenting.</u>
<b>YASEMİN ADAK</b>	<u>For a sensitive HRP, first of all there must be an organizational structure that is based on founded surefire principal. An ideal HRP must progress systematically and without delay the function of designation the most valuable personnel who is at least cost and at minimum time for that work.</u>
<b>ÖZDEŞ A.</b>	<u>It needs to be included also HRP in general plan during the preparation process of corporate chart of master and it must be identified clearly when and how it is going to be made, for an ideal HRP.</u>
<b>SÜLEYMAN ŞENER</b>	<u>In order to prevent potential negative occasions wholly information must be primarily possessed about this matter for a sensitive HRP.</u>
<b>SONER ATALAY</b>	<u>For a sensitive HRP, first of all, the management and HRP department must give up the favouritism of labour. Planning made not objectively, may be in vain.</u>

### Evaluation

According to data of the meeting, a sensitive HRP can be got as a result of objective evaluations which are far removed from the favouritism and with the principle of 'true

personnel for true job.' Furthermore, a durable organizational structure and effective communication are also among the indispensable principles for a sensitive HRP . As a consequence, to sum up, it has been concentrated on subjects of a good communication, recognizing the rivals, following the technology developing and changing closely, arranging trainings in required times and places; moreover, it has been claimed that a sensitive planning system of human resources can appear in case the system proceed objectively as it should be, by abandoning favouritism.

### **Result And Review**

The increase in the competitive environment in comparison with the previous years has led to the increase in value given to people by firms. The firms have realized the importance of human resource. It is an important must-known fact that human was previously seen as only a cost element even a part of machines. Human has become an important part who has increased organization's productivity and provided the organization to reach the target.

After the firms accepted the importance of human, organization most important priorities has become as the followings: evolution of the human resources in the organization wisely, adaptation of developing and changing inner and outer environment facts, development of knowledge and ability, determining of organization's human resource needs in terms of quality and number, giving importance and attention for choosing and training employee, promotion, career planning, wage, motivation, education, executive, training.

In order to fulfil this duty properly, business executives need to think strategically. Firms which has focused on successful employees invest in human. The idea of accepting human not an expenditure but income is accepted among the firms. However, it is not enough to understand that human is the most important most important part of the firms. After understanding the value of the human, firms need to plan human resources according to their transactions. When the planning is successfully executed, it is possible to improve the failing parts in the firms and find wise solutions. However, planning is not a magic wand. If there is not enough preparation before planning and it is not conducted correctly and also the parts of the plan is not performed rightly, it is inevitable that plan is a useless paper.

The fact that the plans that are made being short-term cannot bring great benefits to the company and it cannot help to provide a superiority of competition. Even though these short term works produce several solutions, it will not be possible to give the desired result end with that it will cause an unnecessary spending of the organization's resources, meaning an unnecessary expenditure. Senior managers of the management should secure the management by making long-term and permanent works instead of these ones that cause a waste of resources.

To achieve this, by taking into notice the company's current situation and future goals, the need for human resources should be determines; in other words, the strategical planning of human resources should be made. To put the said planning into practice, it is essential that how well they know and care the function of human resources management and its' inferior function: the planning of human resources.

In this work which is studied to corroborate our ideas, the approach of HRP, contact person' views about it and HRP activities operated in subject management for this study are emphasized. According to the data, managements regard human resources at a strategic view but except for few corporate ones it has been thought that the function under the name of HRP is even not discussed, but there should be. Implementation of old management understanding and being ingored of human characteristic are out of question. Managements'

both workers and customers aren't ones that are content with offered service no longer but they are the ones waiting for service and product delivery on time, raising the expectations and being supporter of development. Thereby, managements should abandon acting as traditional family-owned business and they shouldn't leave meeting the expectations up to the chance.

It keeps in mind that managements without planning will sweat seeing the future and the process will start to be too complex and unclear. This management's success won't be long. Managements must make long-term strategic plans levelly and swiftly considering all elements which affect them directly and indirectly in order to attain real and long-term success. According that making and operating these plans depend on managements' human resource, it appears as an obligation to make a strategic HRP.

## References

### Books

• Aydın V. (1977). Örgüt Gerçeği Ve Personel Sorunları, Ankara Üniversitesi Siyasal Bilgiler Fakültesi Yayınları, Ankara.

In-text reference: (Aydın, 1977)

• Aykaç B. (1999). İnsan Kaynakları Yönetimi ve İnsan Kaynaklarının Stratejik Planlaması, Nobel Yayınları, Ankara.

In-text reference: (Aykaç, 1999)

• Can H. & Akgüner A. & Kavuncubaşı Ş. (2001). İnsan Kaynakları Yönetimi, Siyasal Kitabevi, Ankara.

In-text reference: (Can & Akgüner & Kavuncubaşı, 2001)

• Fındıkçı İ. (2001). İnsan Kaynakları Yönetimi, Alfa Yayınları, İstanbul. In-text reference: (Fındıkçı, 2001)

• Gürüz D. Yaylacı G. (2007). İletişimci Gözüyle İnsan Kaynakları Yönetimi, Kapital Medya, İstanbul.

In-text reference: (Gürüz & Yaylacı)

• Hesapçioğlu M. (1994). İnsan Kaynakları Yönetimi Ve Ekonomisi, Beta Yayıncılık, İstanbul.

In-text reference: (Hesapçioğlu, 1994)

• Kaynak T. (1989). İnsan Kaynakları Planlaması, Alfa Basım Yayım Dağıtım, İstanbul. In-text reference: (Kaynak, 1989)

• Sabuncuoğlu Z. (2008). İnsan Kaynakları Yönetimi (Uygulamalı), Alfa Aktüel Basım, Bursa.

In-text reference: (Sabuncuoğlu, 2008)

• Uğur A. (2008). İnsan Kaynakları Yönetimi, Sakarya Yayıncılık, Sakarya.

In-text reference: (Uğur, 2008)

• Yüksel Ö. (2003). İnsan Kaynakları Yönetimi, Gazi Kitabevi, Ankara.

In-text reference: (Yüksel, 2003)

### Articles

• Doğan S. & Demiral Ö. (2008). İnsan Kaynakları Yönetiminde Çalışanların Kendilerine Doğru Yolculuk Yöntemi: Yetenek Yönetimi, Ç. Ü. Sosyal Bilimler Enstitüsü Dergisi, 17 (3), 145-166.

In-text reference: (Doğan & Demiral, 2008)

• Kaynak T. (1990). Personel Planlaması, İ.Ü. İşletme Fakültesi Yayını, İstanbul. In-text reference: (Kaynak, 1990)

• Palmer M. & Winters K. (1993). İnsan Kaynakları, Doğan Şahiner (çev.), Rota Yayınları, İstanbul.

In-text reference: (Palmer & Winters, 1993)

**Website**

- Şahan A. (2006). İnsan Kaynaklarında Stratejik Planlama, [http://www.ikademi.com/stratejik-insan-kaynaklari-yonetimi/1494-insankaynaklarinda - stratejik-planlama.html](http://www.ikademi.com/stratejik-insan-kaynaklari-yonetimi/1494-insankaynaklarinda-stratejik-planlama.html)

In-text reference: (Şahan, 2006)