

Impact on Organizational Performance: A Focus on the Telecommunications Industry

Mrs Alka Sharma¹

¹Assis. Prof. Vikrmaditya Institute of Management and Technology Bhopal
sharma.alka1974@gmail.com

Abstract – The research investigated the correlation between human resource planning practices and the organizational performance of telecom companies in Delta State. The study aimed to achieve several objectives, including determining the relationship between workforce forecasting and organizational performance, assessing the connection between recruitment and selection processes and organizational performance, examining the impact of employee training and development on organizational performance, and evaluating the relationship between employee retention strategies and overall organizational performance. The research employed a cross-sectional research design, with data collected from 169 Human Resources executives within the telecom companies. The collected data were analyzed using descriptive statistics, correlation analysis, and multiple regressions. The findings indicated a significant and positive relationship between various aspects of human resources planning (including workforce forecasting, recruitment and selection, training and development, and employee retention) and organizational performance. Based on these results, it is recommended that HR managers in telecom companies align their human resource planning strategies with organizational goals, regularly evaluate these plans, and implement measures to retain skilled employees, thereby contributing to enhanced organizational performance.

Keywords: Human Resources Planning, Forecasting, Relationship, and Organizational Performance.

I. INTRODUCTION

The escalating global competition, as highlighted by Carnevale and Hatak (2020), underscores the imperative for organizations to concentrate on delivering high-quality and cost-effective products. In response, Human Resource (HR) departments assume a crucial role in strategically planning for a skilled workforce capable of thriving in the competitive market. Sufficient manpower is indispensable to ensure the seamless operation of the organization and the timely attainment of its objectives. Human resource planning emerges as a vital element of HR management, guaranteeing the availability of the requisite workforce aligned with organizational goals (Haque, Hazra & Roy, 2016).

Human resources planning involves identifying the potential, skills, and capabilities within an organization to realize goals, enhance productivity, and foster development (Dalvi, 2017). This planning is integral to connecting individuals with suitable roles, ensuring that personnel are appropriately positioned for effective task completion. Often viewed as the initial step in HR management, human resource planning ensures that an organization possesses an ample number of capable individuals placed in the right roles, contributing to task efficiency and organizational goal attainment (Vineeth, 2019). Synonymous with terms like personnel planning, manpower planning, labor planning, and employment planning, it represents a pivotal aspect of organizational planning (Dalvi, 2017).

To adapt to a swiftly changing business landscape and a competitive labor market, HR practitioners must adopt a mindset that prioritizes employees' experiences and places them at the core of business operations. This shift necessitates the discovery and application of strategies to effectively navigate these challenges. Human resource planning encompasses various critical areas of workforce management, including recruitment, training and development, forecasting, performance appraisal, compensation, employee retention, and succession planning (Khan & Abdullah, 2019).

Recruitment, the process of selecting and hiring qualified candidates, is fundamental to securing the right individuals for specific roles within the organization. The effectiveness of the HR department in recruitment significantly influences organizational performance, given that the quality of employees directly impacts overall organizational success (Hamza et al., 2021).

Training and development stand out as pivotal activities contributing to employee performance and organizational growth. Oduwusi (2018) underscores the positive correlation between training, development, and employee performance, emphasizing their role in advancing organizational success. Investing in employee training ensures long-term competitiveness, with quality development being a key determinant of organizational profitability and performance (Younas et al., 2018).

Workforce forecasting, an integral part of strategic human resources, involves aligning an organization's business needs with workforce requirements. Regular and thorough

workforce planning assessments are essential for measuring staffing needs, establishing training and development goals, and creating an optimally staffed and trained workforce capable of responding to business needs (Ugwu and Hubs, 2022).

Effective employee retention strategies, as suggested by Igbino et al. (2022), involve creating an environment that inspires existing employees to stay with the organization. A robust retention strategy not only retains valuable personnel but also serves as a powerful recruitment tool in the long run.

II. THE PROBLEM

Numerous organizations grapple with the challenge of inadequate human resource planning, exacerbated by the tendency to appoint managers and supervisors based on familial ties rather than relevant business acumen. The primary purpose of organizations is to meet the diverse needs of stakeholders, whether internal or external, operating as for-profit or non-profit entities. Particularly in profit-oriented firms, the cultivation of a diverse set of proactive and reactive human resource skills is essential for achieving desired profitability and gaining a competitive edge. Key components of effective human resource strategies include training and development, recruitment and selection, workforce forecasting, and employee retention.

In the dynamic and demanding landscape of the business environment, human resources practitioners face the imperative of aligning various facets of human resources planning with organizational performance goals. The study acknowledges apparent shortcomings in remuneration plans, which often fail to sufficiently incentivize employees to remain committed to their positions, resulting in escalating turnover costs. Additionally, the objectives of organizational training and development initiatives may diverge from the performance goals of employees. Workforce forecasting practices may not seamlessly integrate with the overarching vision of organizations, and recruitment and selection planning may not receive the necessary attention, while employee retention is sometimes undervalued.

Against this backdrop of challenges, the study aims to extract potential solutions from existing literature. It seeks to explore how human resource planning issues related to workforce forecasting, training and development, recruitment and selection, and employee retention can be effectively addressed to enhance organizational performance.

Objectives:

Ascertain the relationship between workforce forecasting and organizational performance.

Determine the relationship between recruitment and selection and organizational performance.

Research Hypotheses:

H₀₁: There is no relationship between workforce forecasting and organizational performance in Telecom companies.

H₀₂: There is no relationship between employee recruitment and selection and organizational performance in Telecom companies.

III. LITERATURE REVIEW

Conceptual Review

Concept of Human Resource Planning

Organizations increasingly recognize the value of their human resources as a unique source of competitive advantage. Neglecting effective human resource planning principles can result in significant repercussions for organizational performance (Chioke & Mbamalu, 2020). Human resource planning is a process crucial for identifying current and future workforce needs to achieve organizational goals, acting as a link between human resource management and the overall strategic plan (Leslie, 2018). It is a personnel-centered activity that considers organizational manpower demands and adequate supply, aiming to move the organization from its current manpower position to its desired position (Vetter, 1967, cited in Vineeth, 2019).

Basic Human Resource Planning

Human resource planning is a strategic process integrated into the human resource management system, focusing on the acquisition, utilization, motivation, and improvement of an organization's human resources. The activities involved include recruitment and selection practices for acquisition, actual deployment for utilization, and training for improvement (Chioke, 2022). Pay and rewards are employed for motivation and employee retention, emphasizing the forward-looking, thinking, and change-driven nature of human resource planning (Chioke, 2013). Human resource planning connects business objectives to human resources functions, playing a vital role in achieving organizational goals (Lyimo, 2018).

Factors Affecting Human Resource Planning

Factors influencing human resource planning can be classified as internal and external. External factors encompass government policies, political changes, economic factors, technological advancements, competition, availability of qualified personnel, changes in the educational environment, demographic characteristics, time frame, lack of planning culture, and market trends. Internal factors include finance, organizational structure, size, expansion, diversification, changes in operational time, response to business development, and labor turnover (Dialoke, 2016).

Importance of Human Resource Planning

Key managerial functions, efficient utilization of personnel, motivation, better human relations, and increased productivity are outlined as the importance of human resource planning by Parchi (2018). Staffing is integral to all managerial functions, ensuring effective management of personnel in the industrialized world, motivating employees through staffing functions, fostering strong human relations, and enhancing productivity through optimal resource utilization.

Impact of Human Resources Planning on Organizational Performance

Dalvi (2017) and Vineeth (2019) highlight the following factors as the effects of human resource planning on achieving excellent organizational performance:

Recruitment/Selection: Identifying talented individuals well-qualified and skilled to address the dynamic business environment through proper forecasting.

Assesses Future Personnel Requirements: Preventing surplus and avoiding shortages by selecting employees in adequate numbers.

Placement of Personnel: Matching employees correctly with appropriate jobs based on skills and knowledge for job satisfaction and enhanced efficiency.

Performance Appraisal: Identifying strengths and weaknesses, initiating applicable training, and contributing to improved organizational performance.

Career Development: Encouraging employee devotion to achieving long-term and short-term organizational goals based on performance, experience, and qualifications.

Transfer: Identifying training gaps and addressing them to ensure employees are in the right roles.

Promotions: Tracking performance and achievements to promote the right people, fostering loyalty and improved organizational performance.

Organizational Performance

Performance is one of the paramount objectives of every organization. It means how well an enterprise is doing in terms of profitability, return on investment, and relationship with the host community as well as its stakeholders. Organizational performance is an indicator of the prosperity and sustainability of the organization (Dialoke & Edeh, 2020).

Organizational performance is the process of ensuring that firms' resources are properly used in pursuit of their goals (George, 2017). Organizational performance is seen as one of the most imperative measures in evaluating organizations' activities and their environment. Organizational performance can be assessed by an organization's efficiency and effectiveness in goal achievement (Gavrea, Ilies, and Stegorean, 2011). Performance and its continuity are the focus of any organization because only through performance can organizations be able to grow and progress. Organizational performance is one of the most important variables in management studies and arguably the most significant pointer of organisational performance (Nondoh, Tsuma, Alala and Onyango, 2020). Since the organizational goals depend on the efficiency of the

employees, their attraction to the workplace should be taken seriously. Commenting on the efficacy of Human resource management, Biswajeet (2010) argued that when human resource planning fails, every other human resource management practices are bound to fail.

Nevertheless, organizational performance cannot be effectively achieved if the organization fails to recruit the right human resource that will carry out organizational objectives. The major causes for underperformance in most service organizations are human resource managers' inability to identify the right employees who will occupy a particular job position within the organization (Dialoke & Edeh, 2020).

Three performance determinant influences organization effectiveness: Human resource relations, environmental adaptability, efficiency and procedure reliability. Human resource relation means cooperation among the employees, collective identification and trust in organizational commitment. Efficiency means using people and resources to minimize the costs in a firm or organization's essential operations. The cost of operation will decrease when the resources are appropriately used, and the profit margin will increase compared to that of the competitors. The importance of efficiency is when the organization's competitive strategy offers products and services at a reduced rate than the competitors. Innovation and adaptation to the environment include generating and maintaining a loyal customer base, sales growth from year to year, and increased market share.

Workforce Forecasting and Organizational Performance.

Workforce forecasting is the process of analysing, forecasting, and planning workforce supply and demand, assessing gaps and determining target talent management interventions. These need to ensure that an organization has the right people with the right skills in the right place at the right time (Kapur, 2022).

Workforce forecasting helps in predicting a company's workload to ensure that the correct amount of staff, at the necessary time(s) to handle the amount of work, whether that be for day-to-day operations or unusual situations. Although the process can be complicated, it will help deliver both long and short-term organizational goals (TERRA Staffing Group, 2020). The main goal of workforce planning is having the right talent in the right roles at the right time. The organization will never be over or understaffed and will be ready to react quickly to changes in the business landscape (O'Neil, 2020). Strategic workforce planning is the systematic identification and analysis of an organization's future talent needs associated with its long-term goals and objectives, establishing a clear strategy that ensures that it will achieve these goals. Workforce forecasting aims to align an organization's people strategy with its evolving needs. It is a continual process due to the constantly evolving nature of organizational change (O'Neil, 2020). It can help sustain an organizational goal in challenging times. Workforce forecasting is a process in which an organization analyzes its current and future workforce

needs based on its commitments, plans and objectives. Workforce planning

is critical to maximizing profit, avoiding surprises, and ensuring long-term success. It involves a system-wide review and analysis of the size and type of workforce that a company will need to meet its goals (Downs, 2016).

Kapur (2022) asserts that, when workforce planning is carried out in a well-ordered manner, the employees will contribute significantly to achieving organizational goals and in leading to the up-gradation of the overall structure of the organizations.

Recruitment and Selection and Organizational Performance

Recruitment and selection, generally seen as a human resource management function, plays a great role in impacting critically the performance of an organization in terms of achieving its ultimate goal (Costello, 2006). Recruitment is the process of discovering or selecting and hiring the best-qualified candidate from inside or outside of the organization for a job opportunity. The recruitment process includes examining the necessities of work, drawing employees to that occupation, screening and selecting candidates, contracting, and coordinating the new employee to the organization. Also, the HR department is responsible for choosing the right person or best-qualified candidate for the post that the organization needs (Abdullah & Othman, 2019). The recruitment process includes a systematic procedure from sourcing the candidates to orchestrating and leading the interviews and requires numerous resources and time.

Selection is the process of evaluating and interviewing candidates for a particular job and selecting the right person for the right position. Selection is a process of hiring suitable people for the job who can successfully perform the job (Prabhu et al. 2020). When there is a vacant position in an organization Human resource Management takes responsibility for finding and selecting the right person for this vacant position. The right man for the right job is the main goal of selection (Anwar & Shukur, 2015). However, every association plans the choice procedure according to its need.

The selection process involves many steps such as preliminary reception of the application, screening, interviewing, test, medical test, references and final decision of hiring. Organizational performance can be measured using indicators of efficiency, effectiveness, relevance to Stakeholders and Financial Viability (Gardi, 2021). Selection is important, the reason being, hiring good resources can help in increasing the overall performance of the organization. Both the processes of recruitment and selection are considered important for the effective functioning of the organizations and they take place simultaneously. They are imperative for the growth and development of the organization (Abdullah & Abdul Rahman, 2015).

Recruitment and selection bring competent employees to the organization that will perform their tasks effectively and efficiently to meet organizational goals. When organizational goals are met it means the organization has performed well through its competent employees. Competent employees will enhance the successful functioning of the organization and this will make a significant contribution to the values and aims of the organization (Anwar & Abdullah, 2021)). If the recruitment and selection system of an organization is very effective, satisfied people will be hired and retained in the organization. In this case, bottom-line business outcomes such as finance performance and productivity will be influenced in the organization.

IV. METHODOLOGY

The research design method employed for this study is the cross-sectional survey research design. The population of the study is senior, middle, and lower Human Resource executives of telecom Companies. A sample size of 169 was selected from the Human Resources executives of Telecom companies. The study made use of simple random sampling in the procedures that eventually led to the picking of the executives who are willing to participate. The research instrument that was used in this study is a structured questionnaire whose response format is in the five-point Likert scale form whereby the respondents will be asked to give answers ranging from strongly disagreed to strongly agree. Data collected from the field survey of respondents from the senior, middle and lower management of Human resources executives of telecom companies (MTN, GLO & Airtel) were sampled and analyzed using descriptive as well as inferential statistical techniques to arrive at a generalization and conclusion. The descriptive statistics made use of simple percentages to analyze the questionnaire response pattern; and background profile. While inferential statistical technique; correlation analysis was used to measure the degree of association between different variables under consideration; multiple regression was used to ascertain the strength of the relationship that exists among variables.

Presentation and Analyses of Results

A total of one hundred and sixty-nine (169) questionnaires were administered. Out of the one hundred and sixty-nine (169) questionnaires administered to Human Resources Executives of Telecom Companies, one hundred and forty-six (146) were retrieved and properly filled. This number of respondents represents 86.39 per cent of the total questionnaire administered, which shows that one hundred and forty-six (146) respondents are sufficient for the study. Analysis of Research Questions One to Four for Responses from Employees of Selected

Telecom Companies in Delta State, Nigeria.

This section seeks to analyse each of the research questions, and the responses of the respondents and fetch

out the effect of the study for proper analysis. This is shown in the Table .1 below;

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
WF	146	12	20	16.79	2.094
RS	146	12	20	16.02	1.995
TD	146	12	20	16.35	2.096
ER	146	11	20	15.98	1.908
OP	146	12	20	16.56	2.017
Valid N (listwise)	146				

Source: SPSS Output, 2022.

Table 1: Descriptive Statistics

The descriptive statistics presented in Table 1 encompass the minimum, maximum, mean, and standard deviation values for various variables utilized in this study. The independent variables serving as measures for strategic group analysis are {WF, RS, TD, and ER}, each described individually. The same approach was applied to the dependent variable [OP] for selected Telecom companies in Delta States, Nigeria.

For the variable WF, the descriptive statistics reveal a mean of 16.79 and a standard deviation of 2.094, with a range of 8. This suggests a significant increase in WF over the years, given that the mean value surpasses the standard deviation.

Similarly, the descriptive statistics for RS indicate a mean of 16.02 and a standard deviation of 1.995, with a range of 8. This implies maximization of RS by the organization over time, as the mean value exceeds the standard deviation.

The descriptive statistics for TD show a mean of 16.35 and a standard deviation of 2.096, with a range of 8. This suggests that the concept of TD has evolved over the years, with the mean value surpassing the standard deviation.

Furthermore, the descriptive statistics for ER reveal a mean of 15.98 and a standard deviation of 1.908, with a range of 9. This indicates a progression in ER over the years, as the mean value exceeds the standard deviation.

Finally, for the dependent variable OP, the descriptive statistics show a minimum value of 12 and a maximum value of 20, resulting in a mean of 16.56 and a standard deviation of 2.017. This suggests a significant variation in OP over the years, with a volatility of 201.7%.

Correlation Matrix

Correlation analysis examines the relationship between dependent and independent variables, measuring the linear association between them. The values range between -1 and +1, with +1 indicating a positive linear relationship, while -1 indicates a negative linear relationship between two variables.

V. CONCLUSION

This study investigated the interplay between human resources planning and organizational performance within telecom companies operating in Delta State. The examination revolved around four specific objectives, namely:

To ascertain the relationship between workforce forecasting and organizational performance.

To determine the relationship between recruitment and selection and organizational performance.

To examine the relationship between employee training and development and organizational performance.

To determine the relationship between employee retention and organizational performance.

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