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**Human Resource Planning Practices – a Case Study of Lupin Pharmaceuticals****Authors**

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**ABSTRACT**

Continuous changes and development in service / product and process technology, various functions in Manufacturing and service industries in recent decades demand for the competitive edge in HRM practices. The present research study stresses on Human Resource Planning Practices. HRP practices is all about efficient management; efficient strategic management and primarily the efficient management of human resource in an organisation. It is important that the organizations adopt the appropriate and effective tools of human resource planning practices. This research aims to figure out the practices, employee perception and measures adopted by Lupin Pharmaceutical for Human resource planning practices. Chi square test is applied at (.05 or 5 %) significance level in this paper to check the authenticity of data given by the respondents. Findings suggests that it is difficult to assess accurate HR planning practices because practices itself does not produce right or wrong answers, but it produces a series of alternatives from which the right course of action can be chosen.

**Keywords:** Workforce; Measures; Technology; career progression; Policy implementation etc.

**1. INTRODUCTION**

Rapid transitions and transformations in the field of Human Resource Management (HRM) are creating curiosity among the practitioners, academicians and researchers towards the new dimensions of the HRM and the administrative structure of the organisations has also dramatically changed. Over the years, the approaches towards HRM have undergone dramatic development. Today the HRM and its functions are perceived completely different from the way these were viewed in gone years. The days are gone when the main function of HRM that was once identified and known as personnel management, that is to fulfill the objective "security and happiness" of employees as a "welfare officer". The function was only limited to carrying out activities of record-keeping and maintenance. By the passage of time, the HRM has developed "from being reactive, administrative and prescriptive to being proactive, executive and descriptive" (Budhwar and Khatri, 2001). The main functions of HRM have transformed into a "strategic partner, sharing comparable boardroom position with diversified segments such as marketing, finance and accounting" (Ferris, et. al 1999).

Human resource planning is a two dimensional process of activities which on one hand includes planning for the adequate number of skilled, qualified, and competent human resource for an organisation and on the other hand planning for human resource management practices to ensure the achievement of business and organisational objectives and goal of better performance, better external image and positive results. At a generic level Human Resource Planning is a task of answering three questions; what are the requirements of the business enterprise? , what needs to be done to meet those requirements of human resource? And what strategies and plans would organisation adopts so that their requirements are met?

The human resource in an organisation, especially with respect to the availability of talent is primarily dependent on its Human Resource Planning and talent acquisition practices. There is a big risk of the presence of inferior or poor quality human resource, if these human resource planning practices are

disrupted or a systematic approach for the same is not followed. When Human Resource Planning in an organisation is not appropriate or lacks a scientific approach, the major result is a disturbed pool of human resource i.e. excess or scarce human resource in terms of both quantity and quality. Therefore a scientific, systematic, effective and rational approach to Human Resource Planning is essential in every progressive organisation. The performances of human resource who work for an organisation or firm are the ultimately held responsible for taking its organisation to successive heights. Human Resource Planning protects the organisation from selecting the wrong people whose underachievement could result in huge costs to the organisation. Human Resource Planning focuses on recruiting human resource with the adequate skills and competencies to do their jobs effectively thereby taking the organisation towards the path of progress. Human Resource Planning is the most important component of the entire human resource system of an organisation. The success of this component determines the total quality of human resource in the organisation. Human Resource Planning is a process focused towards the future, estimating the future requirements in terms of human resource, the quality of human resource needed to achieve organisational goals and objectives. Human Resource Planning is a very important and crucial portion of the complete business or corporate plan of an organisation, therefore if Human Resource Planning wishes to be successful it needs to analyze and anticipate the organisational goals and objectives for a given period of time.

#### **Series of Human Resource Planning**

According to Wickstrom, "Human resource Planning consists of a series of activities as given follow

**(a) Forecasting future human resource requirements** either in terms of mathematical

Projections of trends in the economic development and development in the industry, or in terms of judgmental estimates based upon the specific future plans of a company;

**(b) Designing an inventory of present human resource** resources are identified and assessing the extent to which these resources are employed optimally;

**(c) Anticipating human resource** problems by projecting present resources into the future and comparing them with the forecast of requirements to determine their adequacy, both qualitatively and competitively; and

**(d) Planning** the necessary programmes of requirement, selection, training, and development, utilisation of human resource transfer, promotion, motivation and compensation to ensure that future and current human resource requirements are properly met.

#### **Objectives of human resource planning**

The objectives of human resource planning are to maintain and improve the organisations ability to achieve its goals and objectives by developing strategies that will primarily result into optimum contribution of human resources. For this purpose, Stainer has suggested the following nine strategies for the human resource planners;

1. Human resource planner should collect, interpret and maintain relevant information regarding human resources in an organisation.
2. Human resource planner should report periodically human resource goals objectives, requirements and existing employment and allied futures of human resource.
3. Human resource planner should develop techniques and procedures to determine the requirements of different types of human resource over a period of time from the stand point of organisations goals and objectives.
4. Human resource planner should develop measures of human resource efficient utilisation as component of forecasts of human resource requirements along with independent valuation.
5. Human resource planner should employ suitable techniques leading to effective allocation of work with a view to improving human resource adequate utilisation;
6. Human resource planner should conduct research to determine factors hampering the contribution of the groups and individuals to the organisation with a view to modifying or removing these handicaps.

7. Human resource planner should develop and employ methods of economic assessment of human resources reflecting its futures as income generator and costs and accordingly improving the quality of decisions affecting the human resource planning practices.

8. Human resource planner should evaluate the procurement, promotion and retention of the effective human resources

9. Human resource planner should appropriately analyze the dynamic process of recruitment, promotion and loss to the organisation and control these processes with a view to maximizing group and individual performance without involving high cost.

### **Over view of Lupin Pharmaceutical**

Deriving its name from the Lupin Roussel flower which is blessed to have healing characteristics, the company started its pharma business in 1968. Incorporated in 1972, it started a formulations unit and an in house research and development initiative 1980. Initiating with a concentration on the anti-TB segment in 1982 now it is the one of the leader in the world in the medicine Ethambutol. Lupin pharmaceuticals, manufacturing one of its major anti-TB bulk drugs Rifampicin. The foreign Exports has increased from bulk drug to formulations. Lupin enjoyed recognition and importance in 1995 as an export house. It has agrochemicals unit & plants at 5 locations, most of which are on the international standard.

### **Value of Lupin pharmaceutical**

'Today, Lupin is at a very crucial stage of its evolution, well on course on its desired destination to emerge as a international generics powerhouse - a point in time where company find only a new dimension of energy and innovation brewing within Lupin's top position and file, but most importantly, a keen sense of strategy to achieve and prosper.' Dr Kamal Sharma Managing Director



### **ASSURANCES AT LUPIN**

- Human Resource Management Practices.
- Organizational Development.
- Fostering a Quality-conscious organizational culture.
- Performance Appraisals and Remuneration.
- Career Sustainment.
- Healthy Industrial Relations.

### SCOPE OF THE STUDY

Human resources or the employees are asset for any organization and specifically for the manufacturing units, where workers act as the talent pool. Due to the importance of human resources, human resource planning is also in the limelight these days. To apply the employee's efficiency it is mandatory to have full detail about the employee as well as the assignment for which human resource is available. Human resource planning will be crucial to the Lupin Pharmaceuticals, as it administers the generational change taking place in the human resource. Labor market supply and demand factors, work and family considerations, and equity and diversity issues are rapidly taking place. For example, The Company has an older age profile and its workforce is mature aged and significant numbers of senior staff are approaching retirement, which means valuable corporate knowledge could be lost. Hence, in this dynamic scenario, the importance of human resource planning can't be neglected. On the other hand appropriate HRP practices require assessing the arrangement of services offered by an HR department. Hence effective implementation of HRP policies secures utmost importance. This research work focuses on practices, employee perception and measures adopted by Lupin for Human resource planning.

### Objectives of the study

- ☒ ☒ To analyze the practices used by Lupin for HR Planning.
- ☒ ☒ To study the employees perception about the HR Planning Practices at Lupin.
- ☒ ☒ To identify the measures adopted by Lupin for HR planning Practices.

### Hypothesis

- ☒ ☒ The HR Planning practices have positive effect on demand and supply of employees at Lupin.
- ☒ ☒ Employees have negative perception about the HR Planning practices at Lupin.

### Sampling plan

- ☒ **Sample Unit:** Employees and officials from HR department of Lupin located at Jammu
- ☒ **Sample Size:** 100 employees.

### Research approach

Survey (Primary data is collected through self structured questionnaire).

### Questionnaire

#### 1. Lupin HR Planning targets achieve in time?

S.NO.	OPINION	NO.	PERCENT (%)
1	Strongly agree	40	40%
2	Agree	40	40%
3	Strongly disagree	10	10%
4	Disagree	10	10%

$$\chi^2 = 42.8 \text{ df} = 3, \chi^2 (.05) = 7.73$$

When it is asked to the Lupin officials that Lupin properly works out on HR Planning, then majority of 40 % and 40 % respondents were strongly agree and agree respectively while only 10% were disagree and 10% is strongly disagree. The chi square value radically shows that opinion of the respondents was significantly identical on asking HR Planning.

### 2. Adequate measures are adopted for human resource requirement?

S.NO.	OPINION	NO.	PERCENT (%)
1	Strongly agree	35	35%
2	Agree	25	25%
3	Strongly disagree	26	26%
4	Disagree	14	14%

$$\chi^2 = 41.6 \text{ df} = 3, \chi^2 (.05) = 7.81$$

On asking to the respondents about adoption of appropriate HR requirements, then group of 35 % and 25 % were strongly agree and agree respectively and only 26% and 14% were disagree and strongly disagree in that order. The chi square value entirely shows that the opinion of respondent was significantly similar and majority of employees is in favor that Lupin adopt appropriate practices.

### 3. Lupin is having sufficient number of current employees?

S.NO.	OPINION	NO.	PERCENT (%)
1	Strongly agree	14	14%
2	Agree	38	38%
3	Strongly disagree	40	40%
4	Disagree	16	16%

$$\chi^2 = 17.36 \text{ df} = 3, \chi^2 (.05) = 7.81$$

When it was asked to the employees Lupin is having sufficient employees, then only 14 % Were strongly agree and 38 % were agree While the majority of 40 % and 16 % were disagree and strongly disagree respectively. The chi square value completely shows that the opinion of respondents was significantly different on this fact.

## 4. Current employees are overloaded in LUPIN?

S.NO.	OPINION	NO.	PERCENT (%)
1	Strongly agree	14	14%
2	Agree	21	21%
3	Strongly disagree	24	24%
4	Disagree	41	41%

$$\chi^2 = 17.4 \text{ d f} = 3, \chi^2 (.05) = 7.83$$

On asking to the respondents that Current employees are overloaded in LUPIN, only 14 % and 21 % of them were strongly agree and agree in that order and mass of 41 % were disagree and 24 % were strongly disagree with the statement. Also chi square value depicts that the opinion of respondents was significantly different.

## 5. Work equally distributed among the employees because of existing HR Planning Process?

S.NO.	OPINION	NO.	PERCENT (%)
1	Strongly agree	10	10%
2	Agree	23	23%
3	Strongly disagree	27	27%
4	Disagree	40	40%

$$\chi^2 = 25.36 \text{ df} = 3, \chi^2 (.05) = 7.81$$

When it was asked to the employees that Work is uniformly distributed among the employees, then only 10 % were strongly agree and 23 % were agree While the majority of 40 % and 27 % were disagree and strongly disagree respectively. The chi square value Completely shows that the opinion of respondents was significantly different on this fact.

## 6. How well HR finds good candidates from non traditional methods when necessary?

S.NO.	OPINION	NO.	PERCENT (%)
1	Excellent	09	09%
2	Good	21	21%
3	Adequate	47	47%
4	Poor	23	23%

$$\chi^2 = 30.4 \text{ df} = 3, \chi^2 (.05) = 7.81$$

On asking respondents to rate how well HR finds good candidates from non traditional sources, only 23 % said poor and 47 % of them said adequate and 21 % said very good while 09 % said excellent. Also chi square value depicts that the opinion of respondents was significantly different.

7. LUPIN has comprehensive job-descriptions for all the positions?

S.NO.	OPINION	NO.	PERCENT (%)
1	Strongly agree	30	30%
2	Agree	36	36%
3	Strongly disagree	11	11%
4	Disagree	23	23%

$$\chi^2 = 14.26 \text{ df} = 3, \chi^2 (.05) = 7.87$$

When it was asked to the employees that LUPIN has comprehensive job-descriptions, then 30 % were strongly agree and 36 % were agree While only 23 % and 11 % were disagree and strongly disagree respectively. The chi square value completely shows that the opinion of respondents was significantly different on this fact

8. HR Planning in the organization helps to analyze effective utilization of human resources?

S.NO.	OPINION	NO.	PERCENT (%)
1	Strongly agree	16	16%
2	Agree	46	46%
3	Strongly disagree	14	14%
4	Disagree	24	24%

$$\chi^2 = 31.96 \text{ df} = 3, \chi^2 (.05) = 7.81$$

On asking to the respondents that HR Planning helps to analyze effective utilization of human resources, 16 % and 46 % of them were strongly agree and agree in that order and 24 % were disagree and 14 % were strongly disagree with the statement. Also chi square value depicts that the opinion of respondents was significantly different.

9. Rate the performance of HR department in HR Planning Process?

S.NO.	OPINION	NO.	PERCENT (%)
1	Excellent	12	12%
2	Good	20	20%
3	Adequate	50	50%
4	Poor	18	18%

$$\chi^2 = 39.6 \text{ df} = 3, \chi^2 (.05) = 7.81$$

On asking respondents to rate performance of HR department in HR Planning, only 18 % said poor and 50 % of them said adequate and 20 % said very good while 12 % said excellent. Also chi square value depicts that the opinion of respondents was significantly different.

#### 10. FINDINGS

- Majority of the employees are quite satisfied with HRP practices and view the LUPIN as a good place to work.
- Most of the employees of LUPIN belongs to different age groups and are spending dissimilar service period with the organization.
- The management of LUPIN, Jammu has defined the HR planning process and system within the organization. But some officials were not sure about it.
- HR planning is a regular process in LUPIN which is conducted by the human resources department after a regular or defined time span.
- Most of the officials were having a different view regarding the transparency in the process of HR Planning.
- Somewhere employers do not adequately and transparently communicate recruitment process.
- Manpower in such areas where there are high levels of demand is partially provided.
- It is found that employees are more committed towards their job to get higher reward and appreciation. This attitude towards their jobs is a sign of good job description.
- Most of the employees agree that work allotment is somewhat partial.
- Employees have mutual cooperation and share their experiences to help the other employee that is a symbol of good HR planning.
- Most of the employees especially ground level employees are not happy with physical working conditions.
- Most of the officials were in the favor that they consider all the factors that facilitate the HRP process.
- Most of the officials were in the favor that they maintain the record of the employees.
- Job Description is clearly defined to the employees, so that they can perform their job without any hurdle.
- Some employees said that promotions are not strictly based on performance, somewhere seniority is considered for it.
- More than 60 % employees are satisfied with the performance of HR department at LUPIN and remaining is waiting for the change in some policies for effective HR planning and audit

#### CONCLUSION

Establishing a HR Planning framework is a major achievement, that enables an organization to ensure how best to use its human resources to achieve outputs and outcomes. Employee plays crucial role in the success of business organization, it is important that organization should put consideration and careful planning into human resource practices. It is imperative that your Human resource practices should correspond with your business plans. Human resource planning is an ongoing process. Organization must continually monitor and forecast personnel needs and concerns. Human resource planning is something that you can learn and improve on through experience and effort. HRP helps to link the long term purpose, goals and objectives of the HR function/HR plans. It also examines what people are presently doing in their jobs in the organization. It examines and analyze what kinds of people are doing the work at present and the present strengths and weaknesses of the HR policies. Finally it compares present and future jobs/people/HR practices.



**SUGGESTIONS**

- Changing culture requires leaders to understand the learning process dynamics and how the learning and unlearning of assumptions and beliefs can be manipulated to modify human needs and behavior.
- Effective HRP requires equal standards against which procedures and implementation of policies are assessed. In the absence of equal standards, policies are assessed with subjectivity, which may destroy the process of HRP.
- One training program should not be designed to serve a numerous of purposes because it may be unclear and difficult & results into failure. The solution is to separate training and assessment program should be designed for development of employees.
- HR planning should be job-related. Job description should be given to the employees. Bring them into the line of organization's goals with the job objectives so that every employee's work lead to the organizational goal.
- Since the goal of HR planning system is to achieve the organizational goal. Hence there is immense need to coach the employee before and after appointment regularly. Provide the resources required by them to get to the management's expectations.
- Provide training and development for new and experienced employees that enhances critical competencies and behaviors.
- Create career development systems that identify, prepare, and promote employees whose experience and skills match the demands of higher-level positions.
- Design the system which is free from biasness and favoritism because it discourages the employee when it comes to appointment of employees in a long run case.
- Review the systems that support the on-going relationship with the employee. This includes looking at the performance management system, assessing the state of your compensation structures, training and development, plus looking how you handle employee grievances or complaints.
- LUPIN should review its existing human resource policies to ensure completeness and relevance to the department's current context; ensure widespread communication and understanding of human resource policies; regularly monitor compliance to human resource policies; and update human resources policies on an ongoing basis.  
When management establishes targets in their human resource plan, management should ensure that strategies are established to achieve those targets.
- Suitable policies and procedures to support the development and management of human resources are established, maintained, and communicated.
- LUPIN should consider developing a multi-year integrated business and human resource plan for the department that is adjusted annually to reflect the priorities of the current year.
- LUPIN must consider all the available options for strategically promoting job openings and encouraging suitable candidates to apply.
- Determine the gap between where your organization wants to be in the future and where you are now. The gap analysis includes identifying the number of staff and the skills and abilities required in the future in comparison to the current situation.
- HR Planning and audit objectives can be achieved successfully when there is a link or alignment between organizational and unit objectives so to avoid the conflict between team and organization's objectives.

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