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(IJEMP)**www.gaexcellence.com/ijemp**HUMAN RESOURCE PLANNING AMONG YOUTH
WORKERS**

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Abstract:

Youth employment remains a critical issue in contemporary labor markets worldwide. Despite their potential as a dynamic workforce, youth often face challenges such as underemployment, inadequate compensation, and limited career development opportunities. Effective human resource planning, encompassing compensation and benefits, recruitment and selection, and career development for youth, is essential to address these challenges and improve labor relations among youth. This paper examines the current problems faced by youth in the labor market and highlights effective human resource planning strategies based on compensation and benefits, recruitment and selection, and career development to enhance youth integration and retention in the workforce.

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Introduction

Youth employment plays a vital role in shaping both global economic growth and social stability. Individuals between the ages of 15 and 24, commonly categorized as youth, make up a substantial share of the global workforce and possess the capacity to stimulate innovation and enhance productivity across multiple industries (United Nations, 2022). Nonetheless, the journey from education to securing stable employment continues to pose significant challenges for many young people due to various structural, economic, and social obstacles. These difficulties are further intensified by rapid technological advancements, globalization, and evolving labor market trends that demand continuous skill development and adaptability (International Labour Organization [ILO], 2023).

Despite their potential contributions, young people consistently experience much higher unemployment rates compared to adults, with global figures indicating that youth unemployment is almost triple that of adult workers (ILO, 2023). This inequality stems from multiple factors, such as a lack of professional experience, insufficient skills aligned with market demands, and limited access to secure and high-quality job opportunities (OECD, 2022). Furthermore, many young employees encounter wage disparities and less comprehensive benefit packages, contributing to financial instability and reduced motivation to remain active in the workforce (World Bank, 2021).

Employment relations involving youth are further strained by challenges such as job insecurity, short-term contracts, and restricted prospects for career advancement (Eurofound, 2021). These circumstances often result in higher employee turnover rates and weakened employer–employee relations, which can negatively impact both organizational performance and overall social cohesion. Therefore, implementing strategic human resource management practices—particularly in fair compensation, effective recruitment, and structured career development—is crucial for promoting youth employment and ensuring stable workplace relations (ILO, 2023).

The purpose of this paper is to examine the key challenges currently faced by young individuals in the labor market and to identify practical human resource planning strategies focused on compensation and benefits, recruitment and selection, and career development to strengthen youth participation and retention in the workforce.

Literature Review

Human Resource Planning

Human Resource Planning (HRP) is a strategic approach used by organizations to predict and manage their future workforce requirements, ensuring that the right number of employees with the necessary skills are available when needed. Drawing from the abstract, HRP plays a vital role in tackling youth employment issues by fostering equitable compensation practices, efficient recruitment processes, and well-structured career development pathways. Through this approach, youth are not only provided with employment opportunities but also given the necessary support to achieve their full potential and make meaningful contributions to the labor market. An effective HRP system aligns an organization's objectives with its workforce competencies, thereby enhancing job stability, employee retention, and fair labor relations among youth (Armstrong & Taylor, 2023; Dessler, 2020). Additionally, HRP serves as a crucial link between human resource management strategies and sustainable labor market outcomes by projecting labor demand, identifying skill shortages, and implementing initiatives that improve employability and job satisfaction among young employees (Boxall & Purcell, 2016, Yeon et.al., 2016). Core elements such as compensation and benefits, recruitment and selection, and career development represent key components and outcomes of a well-executed Human Resource Planning process.

Challenges of Human Resource Planning (HRP)

Human Resource Planning (HRP) faces a variety of challenges that can reduce its effectiveness in addressing youth employment issues. One of the main difficulties arises from rapid technological change and the increasing influence of globalization, which make it more complex for organizations to accurately predict future skill requirements (Dessler, 2020). As a result, limited or unreliable labour market data often leads to inaccurate workforce forecasting, creating mismatches between the skills available among job seekers and the competencies required by organizations (Mathis et al., 2021).

In addition, attracting and retaining young employees continues to be a significant concern for many organizations. Youth today tend to value flexible working arrangements, clear career progression opportunities, and fair compensation packages when choosing or remaining in a job (Noe et al., 2021). Organizations that fail to meet these expectations may experience higher turnover rates among younger employees.

Another challenge involves financial constraints and weak integration between HR planning and overall organizational strategies. When HRP is not closely aligned with strategic organizational goals, workforce development initiatives may become less effective or difficult to sustain (Armstrong & Taylor, 2023; Boxall & Purcell, 2016). Therefore, to address these challenges, organizations must strengthen their HR planning practices by prioritizing fair pay and benefits, implementing effective recruitment and selection systems, and providing continuous opportunities for career development. These elements are essential in ensuring that HR strategies support both organizational performance and the long-term employability of youth.

Effective Strategies Human Resource Planning based on Compensation and Benefits, Recruitment and Selection and Career Development among Youth Workers***Compensation and Benefits***

Compensation and benefits are the general rewards system through which an organisation compensates its employees in terms of time, skills, efforts and contribution towards reaching the organisational objectives. It includes direct financial rewards namely basic salaries, wages, commissions, incentives, bonuses, and indirect non-financial rewards like medical insurance, paid leaves, flexible working hours, training and career development opportunities, and retirement savings (AIHR, 2024; Indeed, 2025). These components combine to make what is commonly referred to as the total rewards package which is the total value that the employees will gain out of their employment relationship. Organisational strategy, internal equity, external competitiveness, and legal or regulatory requirements are among the factors that influence the structure and composition of compensation and benefits (Aurora Training Advantage, 2023; Yeon et.al., 2016). The success of any compensation system lies on the ability of the system to balance financial ability and the expectations of employees. Compensation and benefits are foundational elements in labor relations, serving as primary motivators for employee engagement and retention. In unionized or regulated workplaces, these elements are usually negotiated through collective bargaining, underscoring their importance in maintaining industrial peace and compliance with labor laws (Organisation for Economic Co-operation and Development [OECD], 2023). Compensation comprises wages, salaries, overtime pay, bonuses, and other monetary incentives. Transparent and equitable compensation reduces conflicts and builds trust between employers and employees.

Benefits, which extend beyond direct pay, include health insurance, retirement plans, paid leave, and other non-monetary perks. These benefits are essential for enhancing employees' overall welfare and satisfaction, often forming a central point in labor negotiations (International Labour Organization [ILO], 2023). For youth workers, competitive compensation packages not only help attract talent but also ensure equitable treatment in the workforce, which is crucial for reducing turnover and fostering loyalty.

Recruitment and Selection

Recruitment and selection are two processes applied in Human Resources Planning where recruitment is the process of finding a pool of candidates to fill for an employment in an organization. It is commonly done by identifying, attracting and encouraging potential candidates to fill for the position in the organization. Based on Armstrong (2014), recruitment is a process of “finding and engaging the right people to fill job vacancies and to meet organizational requirements”. Dessler (2017) also defines recruitment as the process of attracting qualified candidates to fill an existing or anticipated job position in the organization. The recruitment and selection process in labor relations must adhere to principles of fairness, non-discrimination, and transparency. Given that many industries operate under collective agreements, recruitment efforts often involve unions to ensure that hiring practices respect established labor rules and seniority systems (World Economic Forum, 2023). Recruitment involves identifying job vacancies, advertising openings, and attracting suitable candidates while respecting labor standards.

Youth workers, who may lack extensive work experience, benefit from targeted recruitment strategies such as internships, apprenticeships, and campus recruiting programs (Suhaimi, & Abidin, 2022). These initiatives help bridge the gap between education and employment, increasing youth participation in the labor market. Selection procedures focus on identifying the best candidates through fair assessments, often incorporating union input to protect workers' rights (OECD, 2023). Transparent recruitment and selection promote trust between employees and management and reduce risks of discrimination claims, thereby contributing to positive labor relations. By implementing recruitment and selection systems that embrace flexibility, learning, and motivation, companies are able to not only recruit competent employees but also contribute to decreasing youth unemployment and creating a better workforce in the future (Rajyalaxmi, 2023).

Career Development

Career development is a key element of human resource planning (HRP) that ensures organizations maintain a steady stream of capable and motivated staff prepared to occupy critical roles. This process involves systematically assessing future organizational requirements and aligning them with employees' career goals and professional growth trajectories. From an organizational standpoint, this approach is often referred to as succession planning, which focuses on cultivating internal talent to take on higher levels of responsibility over time. Programs for career development are vital for promoting employee advancement, satisfaction, and long-term loyalty to the organization. Within the context of labor relations, career development must balance organizational priorities with individual career ambitions and collective bargaining agreements, often necessitating coordination between management and employee unions (World Bank, 2022). Providing training and ongoing skill development equips employees to navigate technological advancements and enhances their job performance, which is particularly crucial for youth entering rapidly changing industries (Suhaimi, Ibrahim & Zainol, 2025).

Promotion and succession planning must be transparent, equitable, and consistent with labor policies, frequently balancing seniority with merit-based criteria. Such fairness is key to maintaining industrial harmony and motivation among workers. Moreover, career development initiatives that involve unions can ensure that programs are inclusive and adhere to collective bargaining agreements (ILO, 2023). Investing in career development not only reduces employee turnover but also strengthens labor-management relations by aligning personal growth with organizational success.

Compensation and benefits, recruitment and selection, and career development are indispensable components of effective human resource management in labor relations. These functions collectively create a work environment where employees, particularly youth workers, feel valued, fairly treated, and motivated to contribute to organizational goals. Organizations that strategically integrate these HR functions within the labor relations framework are better equipped to foster sustainable productivity, minimize labor disputes, and promote positive industrial relations. As the labor market continues to evolve, especially with the increasing participation of youth workers, organizations must prioritize these HR practices to ensure a skilled, satisfied, and stable workforce.

Limitations and Strengths

This study adds to the expanding literature on youth employment by presenting a multidimensional perspective that links human resource management (HRM) practices with sustainable labour market outcomes. It emphasizes the need for organizations to align their HR strategies with the specific needs and expectations of youth, while also offering a useful framework for policymakers and organizations to implement more inclusive and youth-oriented employment practices (Boxall & Purcell, 2003; Hoque & Atheef, 2024). By integrating HRM principles with youth employment issues, the study provides valuable insights into how strategic workforce planning can enhance opportunities and long-term career development for young individuals.

Nevertheless, several limitations should be acknowledged. The study mainly relies on secondary data sources, which may not fully reflect regional, institutional, or cultural differences that influence youth employment patterns (Suhaimi, 2021; Kajwang, 2022; Lambon-Quayefio et al., 2023). Additionally, the discussion is largely centered on the formal employment sector, which may limit the understanding of the experiences faced by young people working in informal sectors or within the gig economy, where employment conditions and career pathways may differ significantly (McIntosh & Zeitlin, 2022).

Therefore, future studies should consider adopting longitudinal research designs and cross-cultural comparisons in order to gain a deeper and more comprehensive understanding of youth employment dynamics. Such approaches would enable researchers to examine how HR practices influence youth' career development over time and across different socio-economic contexts (Omoju et al., 2023). Expanding the scope of research in this area would provide richer empirical evidence and help inform more effective policies and organizational strategies aimed at improving youth employment outcomes.

Methodology

An extensive literature search was conducted to investigate/analyse the potential of social media as a channel for youth participation. The sources used include books, newspapers, published censuses or other statistical data, data archives, internet articles, research articles of other researchers (journals), databases etc.

Future Applications and Recommendations

Enhancing human resource planning (HRP) for youth is crucial in addressing ongoing employment challenges such as skills mismatches, underemployment, and unstable job opportunities. As labour markets continue to transform due to technological advancement and globalization, organizations and policymakers must adopt forward-looking strategies to ensure better integration of young people into the workforce. One important approach is the utilization of digital technologies such as artificial intelligence (AI) and online recruitment platforms, which can improve the efficiency of hiring processes and match young job seekers with positions that align with their skills and interests (ILO, 2023). In addition, digital learning platforms and online training programs provide flexible opportunities for youth to develop relevant competencies and enhance their employability in an increasingly competitive labour market.

Another critical strategy involves strengthening collaboration between the public and private sectors. Partnerships among governments, educational institutions, and industry players can help ensure that academic programs are aligned with labour market demands. Initiatives such as internships, apprenticeships, and industry-based training programs allow young individuals to gain practical experience while developing workplace-relevant skills (OECD, 2022). Furthermore, promoting a culture of lifelong learning and continuous upskilling is essential. As industries evolve rapidly, youth must continuously update their knowledge and capabilities to remain competitive and adaptable in dynamic work environments (World Bank, 2021).

Equally important is the need for inclusive and equitable human resource practices. Organizations should implement recruitment and talent development strategies that provide equal opportunities for all youth, including those from disadvantaged or marginalized backgrounds. Mentorship programs, career guidance, and transparent hiring processes can help ensure fair access to employment opportunities while fostering professional growth (Eurofound, 2021). Additionally, organizations must recognize the growing importance of employee well-being, particularly mental health support for youth who often face high levels of uncertainty and workplace pressure. Providing supportive work environments, counselling services, and well-being initiatives can enhance resilience, job satisfaction, and long-term commitment among youth employees (ILO, 2023).

Overall, effective and future-oriented HRP must be adaptive, inclusive, and supportive in order to prepare young individuals for the evolving demands of the labour market. By integrating technology, strengthening institutional collaboration, promoting continuous learning, and prioritizing well-being, organizations can build a competent, motivated, and sustainable youth workforce that contributes significantly to organizational performance and broader economic development.

Conclusion, Impact Assessment, and Implications

Employment among youth remains a significant challenge in labor markets globally, with young people often facing issues such as insufficient pay, limited career advancement, skills mismatches, and underemployment. Addressing these challenges requires organizations to adopt strategic human resource planning that specifically meets the needs of young employees. By emphasizing fair compensation and benefits, effective recruitment and selection, structured career development, and continuous learning opportunities, organizations can better integrate youth into the workforce, enhance their motivation, and improve employee retention. These strategic HR practices not only enable young employees to realize their full potential but also strengthen labor relations, improve organizational performance, and support long-term workforce sustainability.

Furthermore, governments, educational institutions, and industries must work collaboratively to facilitate smoother school-to-work transitions through initiatives such as internships, apprenticeships, mentoring programs, and industry-relevant skills training. Such partnerships help bridge the gap between education and labor market requirements, ensuring that young people are equipped with the competencies needed to succeed in an increasingly digitalized and globally competitive economy.

The implementation of youth-focused human resource planning is expected to generate significant positive impacts at both the organizational and societal levels. Organizations that invest in youth talent are likely to experience higher employee engagement, increased productivity, stronger innovation capabilities, improved retention, and reduced recruitment and turnover costs. At the national level, greater youth employment contributes to lower unemployment and underemployment rates, enhanced economic productivity, improved social inclusion, and stronger national human capital. These outcomes also support sustainable economic growth, social stability, and national competitiveness.

The implications of this study highlight the need for policymakers to prioritize youth employment through inclusive labor market policies, incentives for youth hiring, and expanded work-based learning opportunities. Employers should adopt long-term human resource strategies that focus on talent development, career progression, and employee well-being to build a resilient and future-ready workforce. Meanwhile, educational institutions should continuously align curricula with industry demands to enhance graduate employability. Overall, empowering youth through comprehensive human resource planning and collaborative stakeholder engagement is essential for creating a skilled, committed, and adaptable workforce that contributes to organizational success, sustainable economic development, and long-term national prosperity.

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