MANPOWER PLANNING AND PRACTICES

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ABSTRACT

This research paper explores manpower planning as one of the most crucial human resource practices. The purpose of the study is to examine the manpower planning and practices in the selected private sector. Key variables including key factors influencing employee work performance, strategic workforce planning challenges, attracting and retaining talent, enhancing manpower planning: managerial suggestion. The total population is 200 and the sample size is 180. The tools used for Non-Parametric U–test, H–test, Run test, and Spearman Rank Correlation. Through a combination of qualitative and quantitative research methods, including surveys, interviews, and data analysis, this research aims to suggest strategies to enhance collaboration, communication, and teamwork to maximize the positive impact of colleague support on work performance.

I. INTRODUCTION

MANPOWER PLANNING AND PRACTICES:

The pivot role of talent in business success, and workforce planning emerges as a vital element in driving organizational advancement. Many organizations still lack a comprehensive understanding of their present and future workforce requirements, which can significantly impede their ability to achieve key objectives and inhibit growth. Effective strategic workforce planning enables companies to accurately anticipate needs, ensuring resources are allocated efficiently and effectively.

Workforce planning, a vital component of HR management, ensures sufficient personnel to sustain business operations. As a company's most valuable asset, HR must align with the organization's expectations and requirements to prevent potential setbacks.

Manpower planning encompasses identifying, planning, estimating, and fulfilling workforce needs in terms of quantity, timing, location, and cost. However, in contemporary contexts, it extends beyond mere staffing considerations to encompass upskilling existing employees and leveraging technology to optimize their abilities.

Marcus Lemonis, a prominent American entrepreneur, prioritizes employee welfare just below customer satisfaction, highlighting the paramount importance of prioritizing employees within a company's hierarchy of concerns.

SOME BENEFITS THAT COMPANIES CAN OBTAIN THROUGH EFFECTIVE MANPOWER PLANNING:

- ➢ Enhancing business productivity by accurately estimating workforce and technology requirements.
- ➢ Ensuring alignment of the workforce with business needs and objectives, thereby fostering a high-quality workforce.
- ➢ Early detection of management system issues, particularly in HR, and implementation of appropriate mitigation strategies.
- ➢ Establishing efficient workforce management systems to prevent disruptions from vacant positions due to employee turnover.

Forecasting future workforce requirements through internal and external analyses.

INTERNAL ANALYSIS:

Involving all employees, including stakeholders and C-level executives, through expert analysis via surveys or informal discussions.

- Conducting workload analysis considering existing work culture, functions, and departmental skill requirements.
- Analyzing workforce data, including recruitment numbers, turnover rates, attendance records, and employee performance.
- Conducting other workforce-related analyses such as financial and business assessments.

EXTERNAL ANALYSIS INCLUDES:

- Analyzing job market trends and their impact on the company.
- Utilizing external stakeholders or technology suppliers to provide support and data for manpower planning, for instance, employing recruitment applications.

MANPOWER PLANNING IN THE RECRUITMENT PROCESS IN THE FINANCIAL SERVICES INDUSTRY:

In the financial services sector, effective manpower planning is crucial for ensuring that organizations have the necessary talent to meet business goals while adhering to regulatory standards. The recruitment process in this industry is strategic and aligns with company objectives and market demands. Beginning with a comprehensive analysis of current and future staffing needs, considering factors such as expansion plans, technological advancements, and regulatory changes, HR teams collaborate closely with hiring managers and department heads. They identify key roles and competencies required to support business growth and maintain operational excellence. Recruitment strategies in financial services often involve a mix of traditional methods like job postings and referrals, alongside innovative approaches such as targeted outreach to passive candidates and leveraging social media platforms.

II. REVIEW OF LITERATURE

Armstrong, Ejiogu (2022) –In this study "Manpower planning and organization effectiveness based on Publication of the European Centre for Research Training and Development (UK)"

According to Armstrong (2022), manpower planning is described as the human resource management process shaped by organizational strategy. It aims to ensure the presence of the right number of people with the necessary skills, in suitable positions, and at appropriate times to achieve both short-term and long-term organizational goals.

Bhargava, P., & Arora, P. (2021) – In this study "Strategic Manpower Planning for Enhanced Organizational Productivity"

Bhargava and Arora propose a framework for aligning manpower planning with business objectives to enhance organizational productivity. Strategic planning is widely used in contemporary organizations and typically involves analyzing the organization's mission, values, and internal and external environment, and formulating strategies, goals, and plans. Drawing on arguments from various management theories, strategic planning is expected to positively impact organizational performance by ensuring alignment between the organization and its environment.

Heneman and Judge (2021)-In this study "Training and Development of manpower resources are highly needed in virtually all business organizations "

Heneman and Judge (2021) view staffing mix as the process of acquiring, deploring, and retaining a workforce of sufficient quality and quantity to create positive impacts on an organization's effectiveness. To do this, operational employees must possess the requisite skills, Knowledge, abilities, and competencies.

Geisler (2020)-In this study "Transformative HR: How Great Companies Use Evidence-Based Change for Sustainable Advantage "

Geisler (2020) opines that manpower planning is the process (including forecasting, developing, implementing, and controlling) by which a firm ensures that it has the right number of people and the right kind of people, at the right place at the right time, doing things for which they are economically most useful. Armstrong (2016) makes a distinction between hard and soft versions of manpower planning. The hard version is based on quantitative analysis to ensure that the right number of people is available when required.

Nwankwo (2019)- In this study "Managing in a Global Economy: Demystifying International Macroeconomics"

Nwankwo (2019) posits that manpower planning can be divided into micro and macro types. The Macro refers to the nation's labor force and plans to utilize its resources more effectively. It also deals with training and development plans initiated by the Federal and State governments to aggregate labor supply, and projectors and resolve unemployment problems. On the other hand, he said that the micro manpower planning is concerned with providing the right number and kind of people to accomplish the organization's objectives.

S. E., & Schuler, R. S. (2019)- In this study "Managing human resources through strategic partnerships Jackson "

Manpower planning involves forecasting an organization's future human resource needs and aligning them with its strategic goals. Productivity, on the other hand, refers to the efficiency of production, often measured in terms of output per unit of input. The connection between manpower planning and productivity is evident, as a well-planned workforce can significantly impact an organization's overall productivity. Several factors influence manpower planning, including technological advancements, demographic shifts, market demand, and organizational restructuring. Effective planning involves considering these factors to ensure that the right talent is available at the right time and in the right place the literature reviewed underscores the critical role of manpower planning in enhancing organizational productivity.

Srinivas R. Kandula (2019)- In this study "Manpower Planning and Development for Effective Utilization of Human Resources "

According to Srinivas R. Kandula, this research article explores the importance of manpower planning and development in optimizing human resource utilization. It discusses the role of training, career development, and performance management in enhancing workforce productivity. Effective manpower planning involves forecasting future workforce needs based on business goals, analyzing current workforce capabilities, and implementing strategies to bridge any gaps between demand and supply of talent.

Y. Jin, Y. Gao, P. Wang, J. Wang and L. (2018)- In this study "Improved Manpower Planning Based on Traffic Flow Forecast Using a Historical Queuing Model "

To promote travel safety and efficiency, many management staff are engaged to provide service to avoid long queues. Those manpower demands unavoidably introduce overstaffing, which is a great waste during off-peak periods. However, it is not easy to precisely forecast the traffic flow to better arrange road management manpower and eliminate the queuing phenomenon

Lawler, E. E. (2018)- In this study "Effective Human Resource Management: A Global Analysis "

According to Lawler delves into the evolving role of HR in manpower planning and its influence on productivity. He discusses the need for HR to proactively anticipate and address workforce requirements to drive productivity and organizational performance.

M. BAZARGAN (2018)- In this study "A Simulation Approach to Manpower Planning at Continental Airlines "

This research relates to the development of a computerized line maintenance simulation model for strategic manpower planning at Continental Airlines for one of their major maintenance stations at Newark Airport. The simulation model provides guidelines for the development of enhanced staffing models and a better understanding of resource requirements daily.

V.A. DIMITRIOU (2017)- In this study "Introduction, analysis and asymptotic behavior of a multi-level manpower planning model in a continuous time setting under potential department contraction "

A mathematical model in a multi-level manpower planning setting is developed and analyzed incorporating the divisions of an organization's personnel into several homogeneous groups. The proposed framework builds upon recent research to develop, via the continuous time scale, a departmental model encompassing employee flows within departments (intra-departmental transitions), as well as transfers among departments (inter-departmental transitions). Management-wise, this is a common practice under certain conditions as in restructuring and rightsizing ventures both in private industries and in the public sector.

Daniel A. Nyarko (2017) – In this study "Manpower Planning and Organizational Productivity: A Critical Review and Synthesis "

Nyarko likely establishes a conceptual framework that outlines the key concepts and constructs related to manpower planning and organizational productivity. This framework may serve as a basis for understanding the interconnections between manpower planning strategies and productivity outcomes. The work likely explores different measures and indicators of organizational productivity, including output per worker, efficiency ratios, quality of output, and innovation. Nyarko may discuss the challenges and limitations associated with measuring productivity and propose recommendations for improving measurement practices. The key points covered in this study are conceptual framework, manpower planning strategies, productivity measures, factors influencing manpower planning effectiveness, synthesis, and recommendation.

DANIEL HEIGERMOSER (2019)-In this study "BIM-based Last Planner System Tool for Improving Construction Project Management"

Due to the constant supply and demand cycles of grocery, food, dairy & other everyday products in the shopping complexes, there is no provision available for revision of the existing Standard Operating Procedure (SOP) to evaluate its productivity. The productivity of a shopping complex can be determined in terms of sales, utilization of material, machine and manpower, energy utilization, and amount of waste utilized.

III. NEED OF THE STUDY

Addressing excess staff can assist in reducing labor costs, thereby avoiding overstaffing. Effective manpower planning guarantees that the appropriate number of employees with suitable skills can fulfill organizational requirements, enhancing human resource utilization and minimizing inefficiencies and costs linked to over- or understaffing. Manpower planning and practices have a direct impact on organizational performance by ensuring skilled employees are available when and where needed, enhancing productivity, output quality, and overall competitiveness. Identifying available talents within a company facilitates the development of tailored training programs to nurture those talents. Effective manpower planning can lead to cost reductions by preventing overstaffing or understaffing situations, which can both be expensive for organizations.

IV. OBJECTIVES OF THE STUDY

- To analyze the factors influencing employee's work performance.

- To identify the challenges faced by organization in implementing strategic workforce planning initiatives.

- To analyze the strategic for motivating the employees to attract and retain talent.

- To provide suggestions to the managers in order to improve the present manpower planning and practices.

V. RESEARCH METHODOLOGY

The methodical approach to solving research problems is known as research methodology. Both primary and secondary data are being collected as part of the study's methodology.

RESEARCH DESIGN:

The Research design employed for this study is a descriptive study. A descriptive study aims to accurately describe the characteristics of a particular population. In this study, the focus is examining manpower planning and practices among the employees. The purpose is to provide a detailed and comprehensive understanding of these variables through the use of questionnaires and data analysis.

SAMPLING TECHNIQUE:

Simple random sampling is used as a sampling technique in this study. The population under investigation is known, and the questionnaire is circulated physically. This method provides practicality and convenience in obtaining the required sample size for the research.

SAMPLE SIZE:

The sample size for the study is determined to be 180 respondents. The sample size is determined using the pilot study.

NORMALITY TEST

Ho: The data follows the normal distribution

H1: The data significantly deviates from normal distribution.

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
A key factor influencing employee work performance	.128	180	.000	.973	180	.001
Strategic workforce planning challenges	.116	180	.000	.975	180	.003
Attracting and retaining talent	.141	180	.000	.973	180	.001
Enhancing manpower planning for a managerial suggestion	.144	180	.000	.961	180	.000

a. Lilliefors Significance Correction

INTERPRRETATION:

From the above table P(sig) value (0.000) and (0.000) is less than 0.05. Hence Null Hypothesis is rejected. Hence the data deviates from Normal distribution. So Non-Parametric tools are applied.

NON-PARAMETRIC TEST

MANN WHITNEY (U-TEST)

Ho: There is no significant difference between the mean rank of Male and Female concerning key factors influencing employee work performance, strategic workforce planning and challenges, attracting and retaining talent, and Enhancing manpower planning for managerial suggestion.

H1: There is a significance difference between the mean rank of male and female with respect to key factors influencing employee work performance, strategic workforce planning and challenges, attracting and retaining talent, and Enhancing manpower planning for the managerial suggestion.

Ranks

	gender	N	Mean Rank	Sum of Ranks
Key factor influencing employee work performance	1	78	97.63	7615.50
	2	102	85.04	8674.50
	Total	180		
Strategic workforce planning challenges	1	78	98.14	7655.00
	2	102	84.66	8635.00
	Total	180		
Attracting and retaining talent	1	78	92.84	7241.50
	2	102	88.71	9048.50
	Total	180		
Enhancing manpower planning for managerial suggestion	1	78	102.40	7987.50
	2	102	81.40	8302.50
	Total	180		

Test Statistics[a]

	Key factor influencing employee work performance	Strategic workforce planning challenges	Attracting and retaining talent	Enhancing manpower planning for managerial suggestion
Mann-Whitney U	3421.500	3382.000	3795.500	3049.500
Wilcoxon W	8674.500	8635.000	9048.500	8302.500
Z	-1.628	-1.742	-.534	-2.730
Asymp. Sig. (2-tailed)	.104	.082	.594	.006

a. Grouping Variable: gender

INFERENCE:

From the results of the Mann- Whitney u test, since the p values is > 0.05, the null hypothesis (Ho) is accepted. This shown that there is no significance difference between the mean rank of male and female with respect to key factor influencing employee work performance, strategic workforce planning challenges, attracting and retaining talent.

But, the p value .006<0.05, the null hypothesis (Ho) is rejected. This shows that there is significance difference between the mean rank of male and female with respect of enhancing manpower planning for managerial suggestion.

KRUSKAL WALLIS (H-TEST)

EDUCATION QUALIFICATION

Ho: There is no significance difference among the mean rank of educational qualification with respect to key factor influencing employee work performance, strategic workforce planning and challenges, attracting and retaining talent, Enhancing manpower planning for managerial suggestion.

H1: There is significance difference among the mean rank of education qualification with respect to key factor influencing employee work performance, strategic workforce planning and challenges, attracting and retaining talent, Enhancing manpower planning for managerial suggestion.

Ranks

	Educational qualification	N	Mean Rank
Key factor influencing employee work performance	1	92	91.73
	2	88	89.21
	Total	180	
Strategic workforce planning challenges	1	92	85.65
	2	88	95.57
	Total	180	
Attracting and retaining talent	1	92	85.15
	2	88	96.09
	Total	180	
Enhancing manpower planning for managerial suggestion	1	92	83.80
	2	88	97.50
	Total	180	

Test Statistics[a,b]

	Key factor influencing employee work performance	Strategic workforce planning challenges	Attracting and retaining talent	Enhancing manpower planning for managerial suggestion
Chi-Square	.108	1.669	2.033	3.223
df	1	1	1	1
Asymp. Sig.	.742	.196	.154	.073

a. Kruskal Wallis Test

b. Grouping Variable: educational qualification

INFERENCE:

From the result of Kruskal Wallis H-test, since the p value is > 0.05, the null hypothesis(H1) is accepted. This shows that there is no significance difference between the mean rank of educational qualification with respect to key factor influencing employee work performance, strategic workforce planning and challenges, attracting and retaining talent, Enhancing manpower planning for managerial suggestion.

SPEARMAN'S RANK CORRELATION:

Ho: There is no relationship between the key factor influencing employee work performance, strategic workforce planning and challenges, attracting and retaining talent, Enhancing manpower planning for managerial suggestion.

H1: There is relationship between the to key factor influencing employee work performance, strategic workforce planning and challenges, attracting and retaining talent, Enhancing manpower planning for managerial suggestion.

Correlations

			Key factor influencing employee work performance	Strategic workforce planning challenges	Attracting and retaining talent	Enhancing manpower planning for managerial suggestion
Spearman's rho	Key factor influencing employee work performance	Correlation Coefficient	1.000	.313**	.091	.244**
		Sig. (2-tailed)	.	.000	.225	.001
		N	180	180	180	180
	Strategic workforce planning challenges	Correlation Coefficient	.313**	1.000	.225**	.330**
		Sig. (2-tailed)	.000	.	.002	.000
		N	180	180	180	180
	Attracting and retaining talent	Correlation Coefficient	.091	.225**	1.000	.164*
		Sig. (2-tailed)	.225	.002	.	.027
		N	180	180	180	180
	Enhancing manpower planning for managerial suggestion	Correlation Coefficient	.244**	.330**	.164*	1.000
		Sig. (2-tailed)	.001	.000	.027	.
		N	180	180	180	180

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

INFERENCE:
The findings suggest that fostering positive manpower planning among employees can have cascading effects on various aspects such as key factor influencing employee work performance, strategic workforce planning and challenges, attracting and retaining talent, Enhancing manpower planning for managerial suggestion.

SUGGESTIONS

- Organizations may consider strategies to enhance collaboration, communication, and teamwork to maximize the positive impact of colleague support on work performance.
- The data underscores the significance of nurturing data literacy and analytical processes within organizations. Investing in training and resources to enhance employees' data-related skills could empower organizations to navigate the complexities of strategic data analysis, facilitating more informed decision-making processes.
- Implement programs such as mentorship schemes or peer support groups to enhance teamwork and collaboration.
- Provide resources for conflict resolution and stress management to create a more supportive atmosphere.

- organizations could focus on talent management strategies such as succession planning, talent acquisition, and retention programs to mitigate these challenges.

CONCLUSION

The study Manpower Planning and Practices can be seen as a conscious and rational decision-making process geared towards defining the various courses of action that need to be carried out within an organization. The findings emphasize the critical role of collaboration, communication, and support mechanisms within organizations to maximize work performance and navigate challenges effectively. Investing in data literacy and analytical skills equips employees with the tools needed for informed decision-making, while initiatives such as mentorship schemes and conflict resolution resources foster a supportive atmosphere conducive to teamwork.