



THE ROLES OF MANPOWER PLANNING AND MANAGEMENT IN AN ORGANIZATION

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Abstract

Manpower planning in an organization is one of the most important factors to consider, especially during the recruitment process. The specific objective of this research are to improve the roles and challenges for selecting staff who are unspecialized in their field, as well as to anticipate the impact of employee performance and appraisal in the organization. The nature of this paper is conceptual. The study identified the importance of manpower planning for employee performance in an organization, as well as the need for organizations to be very careful during any recruitment process in order to promote good staff selection. The purpose of this study is to investigate the full concept of manpower planning, its impact on organizations, and the rationale for its advocacy in organizations, which includes: lowering labor costs by identifying excess staff and avoiding overstaffing; recognizing available talents in the organization and designing training programs to enhance those talents. The study recommends that the organization should review their respective human resources departments and encourage the unit by providing whatever is needed to the managers, and also organization's managers are responsible for motivating and caring for the employees in the organization, and the organization is constantly training its employees on the division of labor in order to avoid a lack of manpower planning, and the organizational managers are responsible for implementing strategies and policies to support manpower planning in an organization.

KEYWORDS: *manpower planning, human resources, the organization, management*

Introduction

Human resources is at the core of any organization in any business or industry, and human resources is defined as an individual's skill and experience in order to fulfill organizational goals. In this regard, the corporation must use extreme caution when running its human resources department. As we all know, organizations affect

individuals and people influence organizations, thus manpower planning must be supported in this regard. Human resources departments play a significant role in the recruiting process since it must be done in a step-by-step manner, starting with the recruitment advertisement and ending with the training of selected employees before they are assigned to various positions. In order to enhance manpower planning in the firm, human resources staff must be qualified and experienced in executing the recruitment process. If the organization has a good manpower strategy, good management must be considered; if the organization has a good management practice, human resources must be developed in order to achieve desired organizational goals. The bulk of our company at the time did not implement workforce planning, which is why they have mismanagement in their day-to-day operations. If a firm considers manpower planning during any recruitment process, they must have a strong human resources development program that aids in the achievement of desired goals in our businesses, particularly in Nigeria. The need for manpower planning in any organization must increase in order to meet standard industrial practice. If we look at our companies in Nigeria, we can find people who studied Chemistry working in banks and people who studied Accounting working in teaching positions without any experience in education. This is one of the challenges that our beloved Nigeria faces. Every firm in the country needs a human resources department to improve manpower planning.

Large corporations frequently work on forecasting and upcoming opportunities. If these opportunities become viable businesses, they will require manpower to get started. But what if they hired a large number of people to work on an almost certain project, but the project didn't start on time at the last minute? What would the company do with the extra skilled labor? Another issue is that if they wait until the last minute to start a project, they may not have enough manpower to complete it. The process of manpower planning answers these questions. Manpower planning also includes specifics such as how and when new employees will be hired. This entire process is carried out while keeping the organization's goals in mind, as well as future business predictions and changing technology trends. This aids the organization in being prepared for the future with the appropriate manpower for business success.

Human resource development or manpower planning it is one of the most important aspects of an organization; when there are employers, there is an organization; when there are no employers, there is no organization. Both work hand in hand for effective self-sufficiency. Employees are the backbone of any firm, which is why good recruitment procedures must be highlighted in order to pick a suitable and qualified applicant who can make a significant contribution to the growth of staffing in any organization. Employees are prepared to do their jobs when they are assigned to

their respective fields based on their specialization. Any organization considering staffing should be encouraged to avoid mismanagement.

Concept of Manpower Planning

The process of estimating the optimal number of people required to complete a project, task, or goal on time is known as manpower planning. Number of personnel, various types of skills, time period, demand and supply trends, organizational strategy, and so on are all factors in manpower planning. It's a never-ending process to ensure that the company has the best resources available when they're needed, taking into account upcoming projects as well as the replacement of departing employees. Human Resource Planning is another name for it. In other words, manpower planning or human resources planning is the process of selecting people at the appropriate time and placing them in the appropriate location in order to achieve the organization's goals and objectives. (2019, S. Aminu).

Manpower planning, according to Alex (2012), is the development of strategies to match manpower supply to job availability at the organizational, regional, and national levels. Reviewing current manpower resources, forecasting future requirements and availability, and taking steps to ensure that the supply of people and skills meets demand are all part of manpower planning. Manpower planning entails estimating or projecting the number of personnel with various skills needed over time or for a specific project, as well as determining how and when they will be acquired.

Reasons for manpower planning

1. Proper staffing arrangements:- The manpower planning required the organization to place the staff according to their field of study and specialization in order to provide adequate services in an organization. This will be an added advantage to access the management to an organization, because when they posted staff in the various roles that play it is very important in an organization for the purpose of promoting a good human resources development. The correct arrangements are based on the employee responsibilities that they perform, their academic qualifications, and the position applied for during the recruitment process; management decides to examine the above mentioned point for the proper arrangements of an employee.

2. The growing scale of business and industrial:- Organizations has widened and complicated management's activities to the point where it needs to make many adjustments to its organizational structure. The completion of the enterprise's objectives necessitates the use of a variety of people with varying competencies. Manpower Planning makes it easier and more effective to fulfill the goals of a business.

3. Making Employee Development Programs: Manpower Planning aids in the estimation of future workforce requirements. It also aids in identifying the capabilities of prospective individuals to be hired. It also aids in determining how much training they require. On the basis of Manpower Planning, effective programs for employee development can be developed. Employees will benefit from this as well, as it will allow them to develop their skills and experiences in the workplace.

4. Establishing Effective Labor-Capital Coordination: Manpower Planning aids in the establishment of effective labor-capital coordination. It also aids in the early and best feasible labor and capital solutions. It also aids in the earliest and best possible resolution of the enterprise's labor difficulties, because Manpower Planning supplies the enterprise's labor force in such a way that they agree to cooperate with management in the achievement of organizational goals. This also encourages a positive labor-capital connection..

5. Reduction in cost of production:- Manpower planning aids in the recruitment of the best potential workers and staff, lowering production costs. It lowers the rate of employee turnover. It also helps to reduce the company's waste. It aids management in getting the most out of the company's resources. In addition, the human resources department will assist in controlling the cost of production in any firm because the essence of manpower planning is that personnel are constantly placed in the appropriate location for organizational development.

6. Encouraging the policy of recruitment:- The foundation of establishing a plan for staff recruitment is manpower planning. Such a recruitment policy aids in the timely recruitment of staff. It also enables an organization to select the appropriate employees in order to achieve their desired goals.

7. Other Objectives: Manpower planning can also help with other objectives such as the implementation of a modernization scheme, the expansion of a firm or an industrial enterprise, the improvement of labor relations, and the increase in productivity.

Manpower Planning Process

Every company's human resources department must keep a steady check on the company's human resources. Every feasible occurrence, such as changes in industry dynamics, increased business requirements, skills necessary for a particular technology, and so on, increases the need for improved resources. Because the human resources department is the heart of any department in an organization due to the department's contribution to all departments in the organization, both departments in the organization are independent of this department. As a result, this department must be very careful when selecting staff, and management is advised to do everything possible to make the department very active and responsible for its duties.

The process and steps for manpower planning are as follows:

1. Recognizing the current workforce:- The Human Resources department must have a deep understanding of the company's manpower. They should look at the background, skill set, qualification, geography, and other factors of the entire workforce to have a good sense of the company's talent pool. This will also assist management in determining their posting and in scheduling a seminar for the personnel. With constant changes in business requirements, companies must understand the future trend and which type of employees would be best suited for their organization.
2. Selection and recruitment: This is the most important process in an organization in terms of cost. Manpower planning leads to a much more well-thought-out recruitment and selection pattern, depending on the business requirements. This is entirely dependent on the forecasts provided and the needs of the company. As a result, individuals with better qualifications, skill sets, experience, and so on are shortlisted to best meet future needs. And, in order to improve organizational accomplishment, managements are continually on the lookout for the proper employers and candidates for their positions.
3. Employees must be trained: Employees that work for the company are trained to have the best skills, expertise, and understanding of both the current and future employment requirements. All of the phases outlined above in personnel planning enable firms better prepare to adapt to new technologies, future industry advances, and even compete. This will assist a company in achieving its desired goals. The organization's management should encourage regular training for new employees, since this will enable them to become more competent in their jobs while also improving their skills and experiences.
4. Motivation and well-being of employees: Employee motivation is another aspect to consider in every organization, because when employers are completely content with their earnings and benefits, the organization gains another advantage. Even in the workforce, things would be so excellent and energetic for their work, unlike when they were not entirely content. In terms of benefits, employees might stay in one company for a long time before moving on to another. To attain their desired aims, managers should inspire welfare and motivation in their firm.

Literature review

John Wiley & Sons, (2019) Human Resource Management addresses the challenges faced by human resource managers, integrating traditional theory with real-world strategy to equip students with the knowledge, perspective, and skills they need to thrive in the ever-changing global business environment. Presented in a clear and relatable style, this text emphasizes how effective human resource management and

strategic planning work in concert to allow organizations to achieve maximum success. The focus on practical application illustrates the essential link between strategic planning and implementation, providing an inside look at how real-world companies increase effectiveness through world-class human resources management practices. A wealth of case studies, discussion topics, and exercises reinforce key concepts, strengthening student's ability to think strategically and integrate core HR management principles into the decision-making process. By mirroring the current landscapes increased reliance on smart people-management strategy, this text underscores the importance of HR management in attracting and retaining the top talent that drives an organization forward.

Reilly (1999) highlighted that there are several reasons why organization chooses to engage in human resource planning. Michael (2006) contended that, the aims of human resource planning in any organization will largely depend on its context. The purpose of human resource planning is to forecast organizational needs for employees taking into account the internal and external supply of labour to meet staffing requirements; that is, identifying the gap between what is needed and what is available (Santos, Zhang, Gonzalez & Byde, 2009). Noe (2012) highlighted that other factors that influence forecasting demand for personnel include budget constraint, turnover due to resignations, contract terminations, transfers and relocations, retirement, new technology in the field, decisions to upgrade the quality of services provided and minority hiring goals. That when it comes to the human resource planning context, a mathematical formula is used to project future demands of human resources based on an established relationship between an organization employment level and some measurable factors of output such as revenue, sales or production level. Walker (1980) established that human resource planning occupies an important role to forecast future demands of business and environmental factors in the organization and it also helps to generate and manage the human resource demands as required and as conditions depict. Imison, Buchan and Xavier (2009) contended that getting the balance right between labour demand and supply is the most common objective of human resource planning.

Khadka (2009) stressed that human resource planning must be linked to the overall strategy of the organization. Koubek (2007) stated that personnel planning serves to achieve the goals of the organization by development prediction, setting the targets and realizing arrangements leading to current and future ensure of business tasks with adequate manpower.

Dessler and Varkkey (2009) affirmed that personnel planning embrace all future positions and planning flows from the firms strategic Plan. Mullins (2003) condemned that human resource planning as the process of planning for the work-force needs of an organization to ensure that the personnel needs are constantly met and this is achieved through demand and supply analysis. Dwevedi (2012) saw

human resource planning as a process which helps out in properly performing important human resource functions such as true and timely information which is provided about when to do recruitment of employees. Cascio (1992) narrated that human resource planning can be defined as an effort to anticipate future business and environmental demands on an organization, and to provide the employees to fulfil that business and satisfy those demands. Walker (2002) affirmed that human resource planning is the process of identifying and responding to the issue of workers and charting new policies, systems and programs that will ensure effective human resource management under changing conditions. Mursi (2003) postulated that human resources planning is a process of guiding activities related to the human resources management. Human resource planning is a process that put one organization in suitable place by having the correct number and desired human resource that meets the purpose of the organization (Jahanian, 2009). Forecasting manpower demand involves the estimation of the number and type of human resource required at different levels in different departments in an organization (Pradeesh, 2011). Randal (2000) was of the view that human resource planning is the process that consists of developing and implementing plans and programs to ensure that the right number and type of individuals are available at the right time and place to fulfil organizational needs.

The strategic manpower planning literature is in general divided into two complementary approaches. One approach is based on a stochastic process formulation; the other is based on an optimization formulation. Bartholomew (1982) provides a general review of the application of stochastic modeling to social systems, while Bartholomew and Forbes (1979) develops a more specific application of these principals to the manpower planning problem. A basic model defines a number of discrete manpower grades, with employees advancing or leaving with fixed transition probabilities. The state of the system is defined as the number of employees in each grade and the system is analyzed as a Markov chain. Grinold develops a stochastic model motivated by the demand for naval aviators (Grinold 1976). Anderson (2001) develops a model where demand is driven by a continuous non stationary seasonal process meant to approximate a business cycle. Gaimon and Thompson (1984) develop a model that looks at an organization in terms of cohorts, i.e. employees with the same length of service, using an objective function that measures the effectiveness of the organization. An alternative approach to manpower planning is based on optimization theory. The theoretical foundations of the optimization approach were developed in Holt et al. (Holt et al. 1960) Holt develops a cost model that includes both the costs of maintaining and changing the work force. Holt uses a quadratic cost model that allows a closed form solution to be developed and finds that optimal staffing levels are based on the weighted values of forecasted demand. Holt's quadratic cost model is converted to a linear cost model

in Haussmann and Hess (1960) and solved as an LP. The Holt model is also extended in Ebert (1976) with the inclusion of time varying productivity. Ebert solves this non-linear program using a search heuristic. A long range planning system for the U.S. Army is described in 2 papers which outline successive generations of the system (Holz and Wroth 1980) (Gasset al.1988).The systems tracks manpower by skill, grade, years of service, and quality, and are formulated as goal programs where the goal variables define force targets. Bres,et al. (1980)describe a similar model developed for the U.S Navy in the 1970s.

According to Unugbro (2012, p.98), planning can be defined as the process of deciding what objectives will be pursued within a future time frame and what will be done in order to achieve those objectives". It involves deciding in advance what to do, how to do it, when to do it and who is to do it (Wehrich, Cannice & Koontz, 2008). Agabi and Ogah (2010) define planning as a managerial process directed at the optimal utilization of time and resources in the attainment of clearly identified goals. From the above analysis, planning can be described as a profitable activity directed at the management of human and other essential resources with the aim of achieving an identified set of goals and objectives.

Manpower planning has been defined variously by different authors. According to Agabi and Ogah (2010), Manpower (human resource) planning involves forecasting the human resource needs of an economy, setting objectives that will lead to the realization of such needs, designing strategies for the achievement of the set objectives, identifying resource needs, and defining modalities for plan implementation; manpower planning is the process of determining the policies and programmers that will develop, distribute, and utilize human resources with a view to attaining a nations broader goals of socio-economic and political development (Anyanwu, et al., 1997); it is referred to as the process by which an organization ensures that it has the right number of people, at the right place, at the right time, doing things for which they are economically most useful (Ibojo, 2012). Chandan (2005) posits that human resource planning involves objective and systematic assessment of present staffing needs of an organization, identifying the available personnel to satisfy the current needs, forecasting the future demand and supply of employees, formulating staffing strategies with a view to both short range as well as long range strategic plans and continuously monitoring, evaluating and updating these needs and resources of supply; it is a rational approach to the effective recruitment, retention and deployment of people within an organization, including, when necessary, arrangement for dismissing staff" (Cole, 2004, p.169).

Noe (2012) highlighted that other factors that influence forecasting demand for personnel include budget constraint, turnover due to resignations, contract terminations, transfers and relocations, retirement, new technology in the field, decisions to upgrade the quality of services provided and minority hiring goals. That

when it comes to the human resource planning context, a mathematical formula is used to project future demands of human resources based on an established relationship between an organization employment level and some measurable factors of output such a revenue, sales or production level. Walker (1980) established that human resource planning occupies an important role to forecast future demands of business and environmental factors in the organization and it also helps to generate and manage the human resource demands as required and as conditions depict. Imison, Buchan and Xavier (2009) contended that getting the balance right between labour demand and supply is the most common objective of human resource planning. Ulrich (1987) advocated that human resource planning is recognized as a source of development of organizational functions based on missions and objectives of the business. Like most organizational practices, the effectiveness of human resource planning depends on the perspective within which it is utilized (Walker, 1990).

Methodology

The study is based on secondary source of data books and journals and other secondary data to examines and analyze the roles of manpower planning in an organization

Method of Data Collection

In dealing with any real life problem, it is often observed that there are inadequacies therefore; it becomes necessary to collect data that are appropriate. However, the methods of data collection in this paper is contextual historical method was used to analyze data. The justification for adopting this method for the analysis is because contextual analysis involves the use of the texts contents to analysis how the study is applied. It also entails the critical reading and observations of information contained in texts in order to understand the data from the literature and to arrive at a more valid conclusion.

THE ROLES OF MANPOWER PLANNING IN AN ORGANIZATION

Manpower planning, also known as human resources planning, is an important aspect of any organization, particularly during the recruitment process. The following roles help the organization improve in terms of adequate human resources and the cost of production in the services provided. Here are some of the most important roles of manpower planning in any organization for organizational development:

- Organizational improvement: This is a situation in which an organization's management encourages the human resources department to provide adequate training to employees for the purpose of workforce development.

It is also a situation in which an organization sets up and posts its staff in their field of specialization to enable organizational improvement. When everything in an organization is in order, the organization's goals and objectives will be on track. Furthermore, the improvement of the organization benefits the management and is sufficient for the employer.

- Improve the cost of production:- A good manpower planning will improve the cost of production in the organization. This department in an organization has total control of any department in the organization, including the production department, purchasing department, and other departments that deal with production. The level of production needs to improve even more, especially the labor cost, for adequate organizational output in the market.
- Good Selection and recruitment process:- This is the most important process in an organization in terms of cost. Manpower planning leads to a much more well-thought-out recruitment and selection pattern, depending on the business requirements. This is entirely dependent on the forecasts provided and the needs of the company. As a result, individuals with better qualifications, skill sets, experience, and so on are shortlisted to best meet future needs. And, in order to improve organizational accomplishment, managements are continually on the lookout for the proper employers and candidates for their positions.
- Establishing Effective Labor-Capital Coordination: Manpower Planning aids in the establishment of effective labor-capital coordination. It also aids in the early and best feasible labor and capital solutions. It also aids in the earliest and best possible resolution of the enterprise's labor difficulties, because Manpower Planning supplies the enterprise's labor force in such a way that they agree to cooperate with management in the achievement of organizational goals. This also encourages a positive labor-capital connection..
- Organizational management:- Professionals in human resources are skilled managers. They get along well with others and are aware of what pushes them to do their best work. Entrepreneurs, CEOs, and vice presidents are excellent at starting and running businesses, but they may lack experience or expertise in managing people. The HR team relieves the leadership team of the obligations of training, development, compliance, and employee productivity, allowing them to focus on what they do best.

Result and Discussion

In light of the foregoing literature study from various authors, the majority of them stated that manpower planning or human resources development is the key to meeting the demand for recruitment in a company. However, in my opinion, there is

a research gap between their literature and my own view, because human resources is at the core of any organization in any business or industry, and human resources is defined as an individual's skill and experience in order to fulfill organizational goals. In this regard, the corporation must use extreme caution when running its human resources department. As we all know, organizations affect individuals and people influence organizations, thus manpower planning must be supported in this regard. Human resources departments play a significant role in the recruiting process since it must be done in a step-by-step manner, starting with the recruitment advertisement and ending with the training of selected employees before they are assigned to various positions. In order to enhance manpower planning in the firm, human resources staff must be qualified and experienced in executing the recruitment process. If the organization has a good manpower strategy, good management must be considered; if the organization has a good management practice, human resources must be developed in order to achieve desired organizational goals. The bulk of our company at the time did not implement workforce planning, which is why they have mismanagement in their day-to-day operations. If a firm considers manpower planning during any recruitment process, they must have a strong human resources development program that aids in the achievement of desired goals in our businesses, particularly in Nigeria. The need for manpower planning in any organization must increase in order to meet standard industrial practice. If we look at our companies in Nigeria, we can find people who studied Chemistry working in banks and people who studied Accounting working in teaching positions without any experience in education. This is one of the challenges that our beloved Nigeria faces. Every firm in the country needs a human resources department to improve manpower planning.

Conclusion and recommendation

Human resources management is a universal of any firm, so many reviews have been done and it will be unlimited for manpower planning, but according to my research, manpower planning should be considered in any industry to reach desired goals. The study recommend that, the organization should review their respective human resources departments and encourage the unit by providing whatever is needed to the managers. 2. The organization's managers should responsible for motivating and caring for the employees. 3. The organization should constantly training its employees on the division of labor in order to avoid a lack of manpower planning. 4. The organizational managers are responsible for implementing strategies and policies that support manpower planning.

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