

## Manpower Planning: Theoretical Perspectives

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### Abstract

*Manpower planning is essential in any commercial and industrial organization, whether it is small size or large size. In human power planning, attention has to be paid to Right Ability, Right Time, Right Place, Right Level and Right Salary. Due to this, employees will not face difficulty while assigning work because they have been selected keeping in mind their efficiency. Manpower planning refers to providing the right employees at the right time in a business organization so that in the absence of employees, the work of that business organization cannot be stopped and the cost of work is not too high due to the excess of employees. Manpower planning is required only to bring uniformity in the work of each post and the competence of its executor. If a person of high caliber is appointed to do any normal work, then his qualification on such post will be misused and both the institution and the employee will be harmed.*

**Keywords:** *Manpower planning, Human Resources, Retaining employees and Recruiting.*

### INTRODUCTION

The term human resource planning or manpower planning is used at various levels, such as not only at the global, national, regional and institution levels, it is also necessary at the family and individual levels. It is seen that we live wholeheartedly behind the material resources, but we do not manage our own and the people in the family and despite all the wealth and wealth, life does not remain life. Similarly, if a less qualified person is appointed to a higher qualification post, then he will not be able to conduct the work smoothly according to that post. Therefore, planning of manpower is absolutely essential in every institution.

Under the theme of manpower planning, manpower and forecasting, finding areas of achievement, etc. come. Explaining the importance of manpower planning, Dr. Ram Taraneja has written that through systematic manpower planning, management can control labor costs and overcome excess and shortage of manpower.

Manpower planning is a broad term which has been written by various scholars giving the definition:

- (i) According to Dell Yoder- "Employee system-related policy generally holds that the present and future human needs of the organization will be interpreted in terms of its quality, level and organization. As far as possible, the requirements will be forecasted so that manpower can be available as necessary. "

- (ii) According to Rudrabasavaraj- "Manpower planning can be defined as architecture for acquiring, using, improving and maintaining human resources for undertaking."
- (iii) According to Finkle and Jones William- "Manpower planning refers to any action or process undertaken to expand human use decisions by which the human resource in the organization can be optimally improved."
- (iv) According to Geisler- "Manpower planning is a process (including, forecasting, developing, implementing and controlling) by which a firm ensures that it has the right number of people and right type of people, at the right time, doing things for which they are economically most useful.<sup>1</sup>

After studying the above definitions, it can be concluded as- "Manpower planning is a broad term which includes forecasting, recruitment, selection, analysis and development of manpower. It is a technique of forecasting manpower and achievement according to its needs, keeping in mind the present and future objectives of the organization."

### NEED FOR MANPOWER PLANNING

The need for manpower planning is felt for the following reasons:

1. To cater to the growing needs of the organization.
2. To cope with the technological changes that occurs from day to day.
3. To prevent the profession from a state of obsolescence.
4. To prevent labor-management conflicts.
5. To achieve efficiency in tasks.
6. To solve the problems arising as a result of expansion and changes in the organization.
7. To make maximum use of man-power sources.
8. To reduce manpower cost.
9. To achieve the objectives of the institution.
10. To find out the requirements of training and re-training.

### NEEDS FOR CENTRALIZED MANPOWER INFORMATION SYSTEM

Decision making process necessitates accurate and readily available information. However, it is very difficult to ascertain what type of information is required in view of the changing situations. Despite these difficulties, attempts may be made to establish a central record consisting of different types of information needed for manpower planning.

As Stainer points out, this may incorporate personnel data common to pay roll such as individual identification, sex, marital status, employee's address, position in organization, date engaged, date of birth, nature of employment, date of leaving, basic salary, salary paid to date,, standard hourly rate of pay, overtime rates, hours actually worked, sickness data and pension information and data held for personnel record purposes only such as job code, education and qualification, citizenship. Language ability, assessment of performance, training and career history data.<sup>2</sup>

### SCOPE OF MANPOWER PLANNING

Manpower planning is a comprehensive and continuous process that involves analysis of current and future manpower sources and its requirements. Man-power planners guide their thoughts through the process and taking into consideration future difficulties in achieving the goal set on the basis of their wisdom and knowledge.

**An efficient manpower planning involves the following tasks:**

- (1) **Estimating Man-Power Requirements:** The employee manager considers the next year's sales estimate and the work plan, plans the organization of the organization and prepares an estimate of the total requirement of employees, keeping in mind the work criteria. While making this estimate, he should also keep in mind the estimation of the employees retiring and resigning the next year, and the possibilities of promotion and promotion of qualified employees.

(2)**Vacancy Analysis:** The employee manager creates vacancy tables by comparing the available employee fulfillment to the total requirement of employees, and determines the job expectations and job capabilities of the spaces so that the right employees can be selected. While making the blank tables, care should also be taken of the labor rate and absenteeism rate.

**Planning for Recruitment of Employees:**

Once the vacancy tables of the employees are created, the employee manager plans to fill these places with qualified staff. The employee manager has to do many tasks from the time of planning the recruitment of employees to the time of hiring and hiring the employees.

In this, a lot of time of the employee manager is wasted. Therefore, the employee manager does not wait for the vacancy of the employee space, but he already prepares an employee procurement time table. In this table, the possible date of vacancy and the possible date of all the proceedings related to job analysis, advertisement, investigation, election and appointment are also clearly expressed so that the selection of the person eligible to fill the post before the vacancy is made to be.

**MANPOWER PLANNING AT NATIONAL LEVEL**

At the national level manpower planning applies to the process of planning towards the preparation and employment of people for productive purposes. It aims to enlarge job opportunities and improve training and employment decisions through calculated adjustment of rapidly changing demands. By means of more intelligent training and career decisions and greater adaptability of the nation's.

Labour force, manpower planning may enhance satisfaction in a job, raise the quality and utilization of manpower, reduce the cost of job search and thereby increase the output of the nation.<sup>3</sup>

**SIGNIFICANCE OF MANPOWER PLANNING**

The importance of manpower planning has been studied under the following headings:

- (1) **Beneficial to the Organization:** Manpower planning is beneficial to the organization. Through this, the organization can estimate what are the problems of manpower so that they can be dealt with quickly. Hence, manpower planning forces corrective action.
- (2) **Co-ordination:** The plan is set up with goals and associated objectives, as a result of which enough time is given for the implementation of the programs, hence the conflict, can be resolved by coordination.
- (3) **Facilitates Control:** Manpower planning is used to control the activities of the enterprise and to make necessary changes in it.
- (4) **Beneficial to Employee:** Manpower planning also benefits employees. What kind of manpower is required, what should be the qualification of the employee of the organization and what are the qualifications required for the particular work, is known to the employee, so that he can try to increase his ability.
- (5) **Inventiveness:** Manpower planning inspires and develops programs and does not have to be compelled to follow programs created by others.
- (6) **Corrective Action:** Improvement in economic condition and good utilization of human resources are the direct benefits of manpower planning. Employers also get information through this so that they can take corrective action in future.
- (7) **Identification of Manpower Problems:** Manpower planning helps in identifying and addressing human related problems.
- 8) **Evaluation:** The manpower planning process makes it possible to evaluate the actions taken by the employees so that deviations can be detected and assigned to them. Notwithstanding the above benefits, manpower planning is often not given much importance in the organization.

Whenever manpower is required, the plans for recruitment selection and job placement are unorganized as soon as possible, which not only increases the cost price, but also meets the minimum requirements.

By not making future plans of manpower, only by making plans only when necessary, deficiencies are fixed. It is also a mistake to consider manpower planning as a Ram Baan medicine. The main problem is to maintain balance and coordination among long-term and short-term salaried people. The second problem is to solve the mutual problems in the current and long-term plans.

### FACTORS AFFECTING HUMAN RESOURCES PLANNING

**Human resources planning is affected by the following factors.**

**Lack of skilled resources:** This is a major problem faced by the organization today. Lack of appropriate skills, abilities, and capacities to execute the task is a general problem experienced by the managers. Sometimes it is lack of skills and often it is obsolescence of skills that prompts for human resources planning.

**Separation of Employees:** At times employees leave and separate from the organization due to factors like resignation, death, premature retirements, ill health, terminations, etc.

**Change in organizational objectives:** whenever organizational plans take different forms like expansions, growth, diversifications, etc, different skill sets become necessary and that requires human resources planning.

**Change in policies:** Technological changes or impact of globalization or changes in fiscal and trade policies might also affect organizational functioning and result in employee planning.<sup>4</sup>

### OBJECTIVES OF MANPOWER PLANNING

The ideology of manpower planning is based on the principle of planning. In manpower planning, arrangements are made to meet the needs by determining the future manpower from a quantitative and qualitative point of view.

**The main objectives of manpower planning are:**

1. **Correct Estimation of Manpower Requirement:** Manpower planning can accurately predict manpower requirements in the enterprise. Therefore, in the future, a person with appropriate qualifications can be easily obtained at the time of need.
2. **To manage the manpower:** Work management is done by manpower planning to make the present employees conform to their posts, best fill the current vacancies by the current manpower and determine the needs of future manpower. This work can be completed conveniently only by manpower planning.
3. **To make the recruitment policy strong:** Manpower planning is also helpful in formulation of recruitment policy and selection policy. Through this, such recruitment can be created, so that the best staff can be recruited at a low cost.
4. **To Maintain the Production Level:** Manpower planning reduces the absenteeism rate of labor, labor turnover rate and leisure rates taken for other reasons, which makes it possible to maintain the level of production.
5. **Other Objectives:** In addition to appropriate objectives, manpower planning is also particularly helpful in other purposes. By this, various sources can be determined to meet the needs of employees in future. Also, labor costs of employees can be reduced and industrial relations can be made sweet.
6. **Problems in Human Resource Planning:** Human resource planning is not always successful.
7. The objective of human resources planning is to maintain and improve the organization 'ability to achieve its goal by developing strategies that will result in optimum contribution of human resources.<sup>5</sup>

## CONCLUSION

Human resource is an active means of production, which makes the production process possible using other passive means. Human resource itself implements the management process and this process also applies itself i.e. human resource. The most important and preliminary step of the management process is planning. This important phase is not only necessary but also mandatory for human resources.

Manpower planning is a broad term, which includes the forecast of manpower, its inventory and analysis, recruitment and development. It is a technique of forecasting manpower and accomplishing it according to the current and future objectives of the organization.<sup>6</sup>

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