



Manpower Planning as a Tool for Enhancing the Performance of Public Organisation

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Article History:

Received: 11-Jan-2017, Accepted: 15-May -2017

Abstract

This paper examines the role manpower planning as a tool for enhancing the performance of public organisation. After consideration of extant and some related literature on the topic under study, we observed that the major challenge of manpower planning is that the government responsible for managing public organisations lack an effective option of regulatory capability for effective enforcement of manpower policies. This is quite indispensable based on the need to ensure quality Manpower Planning irrespective of sex, class, ethnic affiliation to mention a few. The study recommended among others, an enhanced regulatory capability on the part of government for effective enforcement of manpower policies. This is quite indispensable based on the need to ensure quality Manpower Planning irrespective of sex, class, ethnic affiliation to mention a few.

Keywords: Manpower, Manpower Planning, Performance, Organisation and Public Organisation

Introduction

Early economists such as Adam Smith and Alfred Marshall considered the role of human capital as vital to economic development. According to Nwankwo (2007), since the 1960s, Business managers have continued to assert that the firm is neither money nor physical equipment but employees of the organisation. Armstrong (2009) agrees and justifies the assertion that the overall purpose of human resource management which is, to ensure that the organisation is able to achieve its objectives through its people. As such, managerial objectives cannot be met without manpower planning. Enhanced performance through effective manpower planning has posed a challenge to several organisations. The reason for this may not be far-fetched. They span from faulty manpower needs forecast, making inadequate plans towards hiring the right fit, through the cost of employee training and subsequently development. These are aforementioned is linked to the organisations corporate strategy, hence the need to invest time and resources in overcoming these challenges. The major element of manpower planning on which enhanced organisational performance rests is pointed out by Lorette (2013). These broad elements include Forecasting staffing needs, Evaluating supply, balancing of supply and Demand. These elements form the base upon which Human Resource planning and development activities are built. However, it is light of the above overview that this study seeks to examine manpower planning as a tool for enhanced performance in organisations.

Review of Related Literature

Conceptual Clarification

Manpower Planning: Adeoye (2002) defines Manpower planning as the supply and demand of human resources in accordance with the manpower requirements within the organization aimed at developing suitable manpower development programmes. Manpower planning is not just a question of people to be recruited today, but also what needs to be done to fit the existing employees into HR demands. Agalamanyi (2007) equates manpower planning with human resource planning and defines it as the process through which organizational goals (as put forth in mission statements and business plans) are translated into manpower objectives. Various studies see manpower planning as crucial as the financial budgets in the management process. Arikewuyo (1999) reinforces the need for manpower planning and asserts that no organisation or institution can grow without the manpower planning and development. The Management study guide team [MSGT], has described Manpower planning as Human Resource Planning which consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. Human Resource Planning has got an important place in the arena of industrialization. Human Resource Planning has to be a system approach and is carried out in a set procedure. The MSG team outlined the procedure as follows:

- Analysing the current manpower inventory
- Making future manpower forecasts
- Developing employment programmes
- Design training programmes

Performance: Most organizations view their performance in terms of "effectiveness" in achieving their mission, purpose or goals. Most Non-Governmental Organizations, like the Women's Initiative for Self-Actualization (WISA) and the Youth campaign against drug and social abuse (YCDSA) would tend to link the larger notion of organizational performance to the results of their particular programs to improve the lives of a target group (e.g. the poor). At the same time, a majority of organizations also see their performance in terms of their "efficiency" in deploying resources. This relates to the optimal use of resources to obtain the results desired. Finally, in order for an organization to remain viable over time, it must be both "financially viable" and "relevant" to its stakeholders and their changing needs.

In the Organizational Assessment (OA) framework according to Macpherson and Pabari (2004), these following four aspects of performance are the key dimensions to organizational performance.

External Environment: Organizations exist within certain external contexts or environments that facilitate or impede their performance. Key factors in the policy or regulatory environment, and in the economic, political, socio-cultural, environmental and technological contexts, affect how the organization does its work, or the work it does.

Internal Motivation: Internally, performance is driven by the organization's motivation to perform, which refers to the organizational culture, history, mission, values and incentive systems. These factors affect the quality of work, the nature of how the organization competes, and the degree of involvement of internal stakeholders in decision-making processes.

Capacity: Performance is driven, in part, by organizational capacity, which we now understand as existing in seven basic areas: strategic leadership, human resources, financial resources, infrastructure, programming and process management, and inter-institutional linkages. Each of these seven capacity areas may be described in sub-components, as for example in the organization's strategic leadership capacity which is understood as its structure, governance, leadership, strategic plans and niche management. Human resources, financial resources and infrastructure are seen as resources as well as the management of these resources. Organizations also have capacities that result from the relations, partnerships and alliances they have established with other organizations referred to as inter-institutional linkages" (Macpherson and Pabari, 2004).

Importance of Manpower Planning

Shodhanga (2013) summarized the importance of manpower planning as to ensure optimum use of human resources currently employed. To assess future skills requirement, to provide control measures to ensure that necessary resources are available as and when required, to determine requirement level, to anticipate redundancies and avoid

unnecessary dismissals and assess training and development needs. According to the MSG team however, the importance of manpower planning was discussed under as the following:

1. Key to managerial functions- The four broad managerial functions that is planning, organizing, directing and controlling are based upon the manpower. Human resources help in the implementation of all these managerial activities. Therefore, staffing becomes a key to all managerial functions.
2. Efficient utilization- Efficient management of personnel becomes an important function in the industrialization world of today. Setting up of large scale enterprises requires management of large scale manpower. It can be effectively done through staffing function.
3. Motivation- Staffing function not only includes putting right men on right job, but it also comprises of motivational programmes, i.e., incentive plans to be framed for further participation and employment of employees in a concern. Therefore, all types of incentive plans become an integral part of staffing function.
4. Better human relations- A concern can stabilize itself if human relations develop and are strong. Human relations become strong through effective control, clear communication, effective supervision and leadership in a concern. Staffing function also looks after training and development of the work force which leads to co-operation and better human relations.
5. Higher productivity- Productivity level increases when resources are utilized in best possible manner. Higher productivity is a result of minimum wastage of time, money, efforts and energies. This is possible through the staffing and its related activities (Performance appraisal, training and development, remuneration). Chand (2014) further discussed this as achieving and maintaining production level. He opined that when industrial hazards are properly estimated in advance, they are helpful in maintaining desired production levels.
6. Uncertainty reduction- This is associated with reducing the impact of uncertainty which is brought about by sudden changes of processes and procedures of Human Resource Management in the organisation (Acontlearn, 2013).

Challenges of Manpower Planning

According to Octavia (2012), Manpower planning and development is opined as the core element of a business that helps to shape and lead the future of any organization through the use of its people. Successful manpower planning development could result in high production and long-term future growth for business. However overcoming these challenges means understanding the vision of the business and how to best forecast future events in manpower planning. Planning helps management with the right number and the right kind of people at the right place in business. The challenges according to Octavia (2012) include:

Hiring the "Right Fit": The approach to developing manpower should include hiring a person who not only has the acquired skills necessary to perform the job but also is a good fit for the organization. Organizational fits are very challenging because the individual not only has to be qualified but they must be able to adapt and adopt the culture of the organization. Accepting organizational culture is critical, because it is often a determining factor in an employee remaining with the organization. Maintaining effective manpower is equally as important to recruiting right person for the job.

Employee Turnover Plan of Action: Employee turnover happens for various reasons and is inevitable in manpower development. Some of the causes are controllable factors, while many of them are hard to foresee. It is harder to identify or forecast the death of an employee or an illness that leaves an employee in an incapacitated state, because it can happen at any time. Developing a plan of action in manpower development that negates these factors can be difficult. Ensuring that the employee turnover does not impact the manpower in the out years of business is the biggest dilemma.

Leave/ Work Schedules: Offering work schedules that stay abreast of workforce trends is challenging, because it requires research and understanding of the workforce needs. If leave policies or work schedules are too lenient, it could impact the production of business in a negative way. Still on the problems of manpower planning and development, Duggan (n.d) opined that managing the development needs of a diverse employee population typically involves assessing the performance issues and designing, developing and deploying training solutions. Challenges faced in supporting employees in fast-paced environments, such as global companies, include difficulty providing consistent new employee orientation programs, supplying enriching yet cost-effective career development in

complicated subject areas including leadership or project management, and managing manpower performance during rapid change.

Rising Costs: Global organizations face rising costs and need to plan effectively so they can recruit and hire the best manpower, both permanent and temporary. Fewer management layers and less support staff make it more difficult to provide new employees with the personalized attention they typically need to get started. Self-paced training courses that provide details about how to use company tools, such as email or accounting systems, often replace instructor-led classroom sessions. Workers may not have an office at the same location as their manager and rely on web conferencing software such as ‘GoToMeeting’, LiveMeeting or WebEx instead spending the extra time and expense to travel to a common location for meetings. Employees need training and tips on how to use these alternatives effectively.

Changing Priorities: Companies typically set strategic goals on an annual basis. Training programs should be aligned with strategic plans. For example, if company executives want to see an increase in customer satisfaction, training professionals should focus on identifying problems in providing customer support proficiently. Then, they can design training courses and career development opportunities that help employees learn the best techniques for troubleshooting problems and handling customer complaints skilfully. Once operational metrics improve, the focus may change to other areas, such as reducing product defects or eliminating waste.

Diverse Workforce: Company leaders need to manage a diverse workforce. Providing training courses to all employees on diversity and team work enables participants to develop the skills and knowledge they need to function effectively. Employees need to learn to work with those from other countries in different time zones and communicate effectively with others who may not speak the same primary language as they do. By regularly sending employees paper-based or online surveys about what they need to help them complete their job tasks, training professionals can respond with relevant programs. For example, many companies provide training in cultural awareness or English as a second language to employees who interact with other staff or customers from around the globe.

Continuing Education: With constant changes in technology, business professionals need to keep up-to-date by taking courses designed to improve their technical skills and knowledge. Programs such as the Microsoft Certified Professional certification provide comprehensive training, practice and testing opportunities to business professionals seeking to further their careers. Flexible alternatives such as web-based training, coaching and mentoring or recorded multimedia sessions enable busy professionals to train for an advanced role or even a career change.

Effective Manpower Planning and Development Process

Wicks (2009) opined that Manpower planning also known as human resource planning is an essential cornerstone in the efficient management of personnel in an organization. Manpower planning entails getting the right number and type of personnel to do the required tasks for the fulfilment of the goals and objectives of the organization. She opined that manpower planning process is an on-going and continuous strategy which is undertaken through a systematic set of procedures in order to be effective. These systematic set of procedures can be explained under the followings:

Analysis: Analysis entails assessing the current status of the manpower within the organization. The analysis is done by taking an inventory of the skills, competencies and abilities of all personnel in the organization. It is also entails accounting for the number of departments and the sizes of these departments within the organization. The analysis helps the human resource (HR) managers to make informed forecasts about the human resource needs of the organizations.

Future Projections: Forecasting entails making future projections. This, with regard to an organizations human resources needs. It is done through employee brainstorming and input from experts, such as human resource management consultants. Other methods of forecasting include using past trends and statistics to project the future, and analysing the workload in each department to determine how many personnel are needed to undertake the work. Forecasting helps the HR managers answer questions such as how many employees are needed to recruit, and how should the departments be restructured for efficiency.

Gap Analysis: The gap analysis is a comparison of the current status of an organization’s manpower and the projected manpower needs. The gap analysis entails detailing the specific numbers of employees needed, how restructuring will be done, the steps which will be taken to train employees, and the types of skills and competencies needed to undertake various tasks in the organization. The gap analysis is taken as a preparatory step for the development and implementation of programs that will assist the organization to meet its human resources needs.

Strategy Development: Strategy development entails establishing programs to facilitate in the actual implementation of the results of the gap analysis. Thus, HR managers develop training programs to impart skills needed by the employees for better performance. The managers also develop strategies on how to restructure the departments, how to recruit the most competent personnel, and how to outsource various services or skills to cut costs. Through monitoring and continuous improvement of these strategies, an organization can efficiently manage its human resources. Patil (2009), summarised the Human Resource Planning Process diagrammatically as:

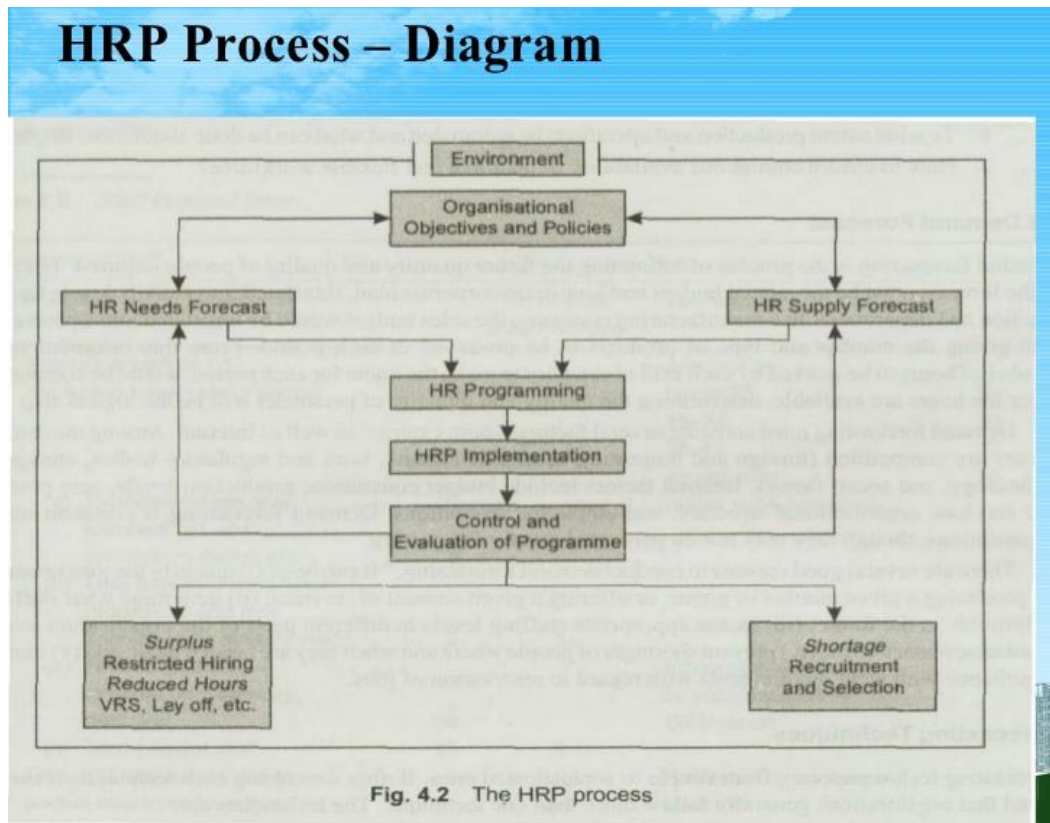


Figure 1: 1 Human Resource Planning Process summarized
Source: Patil (2009)

Theoretical Framework

Theories of Human Resource (HR) planning stem from the basic theories of HR management. Among the theories are; Storey model, Warwick model, David Guest's theory, Fombrun, Tichy and Devanna model etc. The David Guest's model will be applied to aid in better understanding of the study on ground.

David Guest's Model and its Application

David Guest's theory stresses the distinction between compliance and commitment. Compliance concerns the basic "contractual" relations between employers and employees. In terms of planning, this is a simple manpower approach that seeks to fulfil the term of contract only. There is no stress on development plans. Yet with commitment, it is clear that planning is based around a struggle to build the firm around its employees and their specific talents. Most HR planning/management models resolve around this concept of worker development. The model also emphasises the assistance management team need to look at goals and design training and development practices that help employees learn what they need to know to achieve the newest goals. Employee performance will rise if employees get to use their knowledge and skills for innovation and a match between employee competencies may decrease the number of employees who leave the organisation. As employees stay, they increase their learning and improve their achievement and benefit their employer (John, 2017).

Research Methodology

This is an explanatory research based solely on insights drawn from the analysis of the existing literature of different studies, periodicals and books related to the topic of study in order to investigate the relationship manpower planning

and performance of workers in organisations. The research will serve as a means to help acquire useful information or knowledge about the subject area. By drawing on the existing literature, not only topic under consideration is theorized, but also formulates and discusses the proposition that will help illuminate and discuss some ingredients that are very fundamental to enable the management of organisations plan and strategically manage her human resources to improve workers performance.

Findings

1. The government that is responsible for managing public organisations lack an effective option of regulatory capability for effective enforcement of manpower policies. This is quite indispensable based on the need to ensure quality Manpower Planning irrespective of sex, class, ethnic affiliation to mention a few. This point could best be appreciated considering the liberal nature of most government policies which tend to snowball into elitist benefit in terms of policy outcome.
2. The need for government to be persuasive in making organizations embraces well designed policies at improving the planning and development of manpower in Nigeria. This could be done both internally and externally. Internally, organizations should be made to see reasons why a careful manpower development plan should form part of their plans and objectives for the financial year. As a matter of fact, the success of organizations should not only be measured in terms of the magnitude of profit through the adoption of outdate personnel administration technique, but, basically on the contribution of the organization in enlarging the confidence of its workers through manpower development. The external factor involves the contribution of organizations to the development of manpower through financial support meant to boost adult education, vocational education, and specialized research institutes to mention a few.
3. Investing time is paramount in achieving effective manpower planning and development
4. Previous manpower plan serves as good basis in determining the new manpower plan.
5. Manpower planning and development strategies are effective when they are in line with the organisations strategy.
6. A flexible manpower plan is ideal in organisations as both the internal and external environments are in a constant state of flux

Conclusion

Developing a manpower plan is an all important part of maintaining a viable workforce. An effective manpower plan is a mechanism which positions the organisation on the right path for enhanced performance. As such, various steps as well as tools could be used to achieve this. Past manpower plans and strategies are also consulted to better understand the current state of the organisation and its manpower needs. As it is with other planning processes, it is worthy of note that challenges are usually encountered while pursuing the course of manpower planning. However, overcoming these challenges means understanding the vision of the business and how to best forecast future events in manpower planning. This is the approach set by organisations whose various HR policies and processes facilitate manpower planning. These policies and processes are in line with the organisations corporate mission and vision statements and are geared towards enhanced performance.

Recommendations

Based on the findings, the following recommendations are made. These recommendations will help to surmount the challenges militating against effective manpower planning:

1. The option of an enhanced regulatory capability on the part of government for effective enforcement of manpower policies. This is quite indispensable based on the need to ensure quality Manpower Planning irrespective of sex, class, ethnic affiliation to mention a few. This point could best be appreciated considering the liberal nature of most government policies which tend to snowball into elitist benefit in terms of policy outcome.
2. The need for government to be persuasive in making organizations embraces well designed policies at improving the planning and development of manpower in Nigeria. This could be done both internally and externally. Internally, organizations should be made to see reasons why a careful manpower development plan should form part of their plans and objectives for the financial year. As a matter of fact, the success of organizations should not only be measured in terms of the magnitude of profit through the adoption of outdate personnel administration technique, but,

basically on the contribution of the organization in enlarging the confidence of its workers through manpower development. The external factor involves the contribution of organizations to the development of manpower through financial support meant to boost adult education, vocational education, and specialized research institutes to mention a few.

3. Management must invest adequate time, both in the formulation and the implementation of manpower planning and development strategies
4. Previous manpower plan should serve as a reference point while preparing for new manpower planning in order to avoid errors.
5. When developing manpower plans and development strategies, the corporate strategy of the organisation must be put into consideration.
6. Manpower planning programmes should not be rigid; it must be flexible in order to make room for adjustments if need be, in the case of external and internal changes.

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