



MANPOWER PLANNING IN EDUCATIONAL INSTITUTIONS

*Dr. Mohammad Tufail Khan*  
*Sr. Lecturer, International Indian School*  
*Dammam, KSA*

---

*Abstract*

*It is unfortunate that many academic institutions had to suffer due to improper manpower planning. A handful of management know little or nothing about human relations. In this context, this paper highlights the need and significance of Manpower planning in Academic Institutions. Manpower planning ensures the maximum utilization of available faculties and thus reduces the cost of hiring, training and development. That's why manpower planning, these days, is viewed as a cost reducing agent. This paper further reviews the steps involved in manpower planning process, changing role of HR Department and challenges in the process of manpower planning. In the end, the study recommends that manpower planning should be a priority in all academic institutions so as to avoid shortages or surpluses of employees and maintain high level of performance to achieve the organizational goals.*

*Keywords: Human Resource (HR), Strategic Planning, Productivity, Profitability, Rush Recruitment, Thick & Thin, Employee Champion.*

**I. INTRODUCTION**

Manpower planning also known as Human Resource Planning is the primary function of Human Resource Management. It is generally defined as the process of determining the organizational manpower requirements in the long run. According to Vetter (1967) "Human resource planning is the process by which management determines how the organization should move from its current manpower position to its desired manpower position. Through planning, management strives to have the right number and right kind of people, at the right place and at the right time doing things which result in both the organization and the individual receiving maximum long run benefit." An attempt has been made, through this paper, to highlight the need and significance of manpower planning in educational institutions. This paper further aims at helping managers to understand the process of determining the future manpower demand and supply in order to avoid overstaffing or understaffing in the organization.

**II. NEED AND SIGNIFICANCE**

As the basic objective of human resource planning is to reduce the risk of surplus or shortage of manpower and to maintain an optimum number of employees in the organization, manpower planning ensures the maximum utilization of available human resources and thus reduces the



cost of hiring, training and development. Moreover, manpower planning, these days, is viewed as a cost reducing and profitability increasing agent. It reduces personnel costs, recruitment, selection and training costs and increases the productivity through strategic allotment of existing human resources.

Witnessing the tremendous growth in Japanese economy, nations of the developing and developed world discovered that it is not the only material factors (e.g. production process) which are solely responsible for high growth in any economy. Therefore, organizations in different countries of the world realized that it is essential to recruit competent employees who can do the job and be successful at it. Recruitment of right people requires strategic human resource planning and its effective implementation failing which employers are forced to become reactive rather than proactive. This tendency of reactivity causes problems of Rush Recruitment which sometimes lead to wrong recruitments (Omoankhanlen, 2013).

It is unfortunate that many organizations had to suffer due to improper human resource planning. A handful of management know little or nothing about human relations and behavior. Only a little attention, in recent years, has been paid by the top management to manpower as a 'resource'. As a consequence, organizations are suffering with poor productivity, low growth and wastage of talent.

Today's organizations can no longer just hire to hire or can no longer rest on the belief that individuals will stay with the organization through thick and thin (Decenzo & Robbins 1998: 91). Human resources of today would prefer to shift, whenever possible, to another organization where they find opportunities to maximize their potentials and thus bring satisfaction and prosperity to themselves and the organization both. Hence, manpower planning is the urgent requirement of today's organizations as it helps to employ and retain competent and stable work force in the right number and right kind which in turn increases productivity and save costs.

### III. CHANGING ROLE OF HR DEPARTMENT

The role of HR Department in most of the Academic Institutions in third world countries is confined to routine functions such as maintaining files of the employees, making of salary, keeping records of attendance and leave etc. Academic Institutions now are no longer non-profit making organizations as they were in the past. Education has now emerged as a growing business especially in the western countries. The internationalization and globalization of educational institutions have created new challenges for the HR departments. Therefore, the role of HR Departments in academic institutions also need a change with the change of time and changing educational values. Moreover, HR departments of Academic Institutions have to play a strategic role at par with the HR departments of private organizations whose main aim had been to maximize profits with greater employees' satisfaction.

The role of HR has transformed from personnel to strategic human resource management. A good number of researchers in this area such as Beatty and Schneier, Brockbank, Buyens and De Vos, Langbert and Friedman and many more used Ulrich's model in their discussions. According to Ulrich, there are four key HR roles, namely administrative expert, employee champion, change agent and strategic partner. The role of *administrative expert* focuses more on



the administrative side, for example improving work processes, reducing operational costs and increasing efficiency. This role is common for most of the HR departments. The *employee champion* role is where HR is expected to be an intermediary between the management and employees. This role requires the HR department to balance the needs of the organization with those of employees. Therefore, according to Ulrich, this role is critical because the commitment of employees very much depends on whether their needs are being met. The third role is *change agent*, in which HR is expected to facilitate change in the organization. Finally, as *strategic partners*, HR departments are expected to assist their organization in achieving its targets. HR departments must be able to translate the organization's objectives into policies and activities that help to achieve those targets (Sarip, A., and Royo, M.A. 2014).

#### IV. MANPOWER PLANNING PROCESS

Generally, manpower planning process consists of five major steps to regulate current and future manpower requirements of an organization. These steps are:

- Analyzing Organizational Objectives
- Analyzing the Current Manpower Inventory
- Forecasting Human resource demand and Supply
- Gap Analysis
- Developing Human resource Plan to Help Achieve Organizational Goals

#### V. ANALYZING ORGANIZATIONAL OBJECTIVES

Once the organizational objectives are set, an analysis of these objectives and strategies regarding production, marketing, finance, diversification and expansion of the organization is required to have a fair idea of future organizational manpower needs. For this purpose Human Resource Management tries to find out how many staff at what level, at what positions and with what kind of educational qualifications, experience and training would be required to meet the organizational objectives during the plan period.

#### VI. ANALYZING THE CURRENT MANPOWER INVENTORY

After determining and analyzing the organizational objectives, the next step in the process of manpower planning is to understand and assess the current faculty and staff position in the organization. From the human resource data bank, the current number of faculty and staff working in each Department/ Sections, their capacity, skills, abilities, performance and potentials can be analyzed. To fill the various job positions, the internal as well as external sources can be used. A systematic review of the internal sources would indicate the availability



of faculty and staff within the organization who possess the right qualification, experience, skills and desire to accept higher level of responsibilities. Therefore, manpower planning process should include a sound system of performance appraisal as well as appraisal of potentials of existing employees.

#### VII. FORECASTING HUMAN RESOURCE DEMAND AND SUPPLY

The next step is to forecast the demand for and supply of human resources in an organization at a future date keeping in view the possible structural changes, expansion and growth, change in technology, change in market conditions and Government policies. Further, human resource needs can be estimated with the help of organization's current manpower position and analysis of organizational plans. There are many techniques available for forecasting the human resource demand like managerial judgement, time series analysis, regression analysis, extrapolation and various mathematical models.

Forecasting of human resource supply is another important aspect of human resource assessment. An effort should be made to estimate the future sources of manpower supply that are likely to be available from within and outside the organization. Internal sources include promotion, transfer,

job enlargement and job enrichment, whereas external source includes direct recruitment of fresh candidates from the labor market. While deciding the sources of manpower supply, Human Resource Management in consultation with top management should make a very clear policy about the positions to be filled through promotional channels and through direct recruitment from outside. The best policy which is followed by most of the organizations is to fill up higher

level positions by promotions and lower level positions by recruitment from open market (Chand, S. 2017).

#### VIII. GAP ANALYSIS

Gap analysis refers to the process of determining the gap between have and have - nots. In simple words, it determines the gap between where the institution wants to be in future and where it is now. It is concerned with matching the forecast of demand and supply of human resources in the organization at a future date. In this process an effort is made to bring an equilibrium position in demand and supply of manpower so that shortages or surpluses can be avoided. In case of shortages, an institution has to recruit more required number of personnel either by direct recruitment from outside agencies or by promoting and assigning new roles to the existing employees internally or by both. Proper training must be provided in case existing employees are assigned new roles. In case of overstaffing, the number of existing employees need to be reduced either by termination or by attrition. Termination approach can bring immediate results provided that employment contract allows to do it. This approach may be recommended only in case there is an urgent need to reduce the number of employees as the organization is passing through a financial crisis. Attrition, on the other hand, is a slow process of reducing the number of personnel. In this process employees are not replaced when they





leave the organization/ retired. While going for attrition, there is a need to make sure that the work of departing employee is being covered. For this purpose, the work load of the whole Department/ Section need to be reorganized in such a way that each one is getting appropriate work load and at the same time the productivity is not adversely affected.

#### **IX. DEVELOPING HUMAN RESOURCE PLAN TO HELP ACHIEVE ORGANIZATIONAL GOALS**

Developing and executing a comprehensive and strategic human resource plan is the last step in the manpower planning process. For this purpose, HR strategies related to restructuring, developing and retaining staff, recruitment, selection, training & development, outsourcing etc. should be developed. Once the human resource strategic plan is ready, it must be properly executed to help achieve the organizational objectives. Manpower Planning is a continuous process which begins with determination of HR objectives, move through forecasting of manpower demand and supply and ends at appraisal of HR Planning. Therefore, a sound system of appraisal should be evolved to evaluate the success of the new HR plan. Human resource plans need to be updated on a regular basis according to change in time and conditions.

#### **X. CHALLENGES OF MANPOWER PLANNING**

Manpower planning process passes through a number of problems and uncertainties which may be caused by absenteeism, labor turnover, retirements, resignations, deaths etc. Vacancies created by retirement can be estimated easily and taken into account but factors such as resignations and deaths are difficult to predict. Labor market conditions, change in technology and Government policies are other factors which make manpower planning process less reliable. Another problem faced in the process of human resource planning is that most of the institutions do not have systematic way of maintaining data and information about each individual employee which may be needed for decision making and analyzing the change which may affect efficiency, productivity and finally the profitability. Above all, lack of top management support is another major challenge which frustrates people who are responsible for human resource planning. Without support of top management, no system functions properly and manpower planning is no exception.

#### **XI. CONCLUSION**

From the foregoing discussions, it may be noted that manpower planning helps HR management to maintain an optimum number of employees in the organization during a particular period. It reduces the risk of surpluses or shortages of employees in future too and brings employers in comfortable mode. Therefore, they do not employ people in hurry and thus save the institution



from wrong recruitments. Academic institutions of today have become profit making entities and intend to maximize profits by reducing operating costs and improving work efficiency which is possible only through proper manpower planning and its effective implementation. Manpower planning brings down the cost of hiring, training and development by ensuring the maximum utilization of available faculties and staff in the college/ university. Hence, manpower planning is an urgent need of all academic institutions so as to employ and retain competent and stable workforce in the right number and right kind which in turn will increase productivity and save costs.

#### REFERENCES

- [1] Armstrong, M. (2001). *A Handbook of Human Resource Management Practice*, 8<sup>th</sup> Edition, London.
- [2] Biswajeet, P. (2010). *Human Resource Management*. PHL Learning Private limited, Third Edition. New Delhi.
- [3] Brush, M. and Ruse, D. (2005). 'Driving Strategic Success Through Human Capital Planning: How Corning Links Business and HR Strategy to improve the value and impact of its HR Function'. *Human Resource Planning* 28: 1, 263-282.
- [4] Butler, J.E., Ferris, G.R., and Napier, (1991). *Strategy and Human Resource Management*, Cincinnati: South - Western Publication Co.
- [5] Chand, S. (2017). *Manpower Planning: it's Definition, Process and Affected Factors | HRM*. Available:<http://www.yourarticlelibrary.com/employee-management/manpower-planning-its-definition-process-and-affected-factors-hrm/27911/> (Accessed 25 September 2017).
- [6] Decenzo and Robbins, S.P. (1998). *Personnel/ Human Resource Management*, Prentice Hall, New Jersey, 456.
- [7] Lynch, J., (1982). *Making Manpower More Effective: A Systematic Approach to Personnel Planning*, Pan, London.
- [8] Omoankhanlen, J.A. (2013) 'Human resource Planning: A Key factor in ensuring the effectiveness and efficiency of organization'. *Journal of Emerging Trends in Economics and Management Sciences*, 4: 4, 388 - 396.
- [9] Sarip, A., and Royo, M.A. (2014). 'Strategic HR in Higher Educational Institutions in Malaysia and Denmark, *International journal of Trade, Economics and Finance*, 5: 1
- [10] Ulrich, D. (1997). *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*, Boston, MA: Harvard Business School Press.
- [11] Vetter, E.W. (1967). *Manpower Planning For High Talent Personnel*. Ann Arbor: University of Michigan, Graduate School of Business, Bureau of Industrial Relations.
- [12] Walker, J.W. (1990), 'Human Resource Planning, Style'. *Human Resource Planning*, 13: 4, 229-240