

Human Resource Planning and Development in an Organization

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Abstract

The human component of an organization is vital for its survival and development. It is these employees that generate other resources and turn them into products, render the necessary services for the attainment of organizational goals. Any wrong manpower planning is liable to ground the activities of the enterprise. This study therefore examined human resource with emphasis on the basic issues to be considered as a manpower planner while planning for an organization. Secondary source of data was utilized. The study examined the following issues: conceptual definition of human resource and manpower planning; skills of human resource, objectives of manpower planning; manpower planning process and issues to be considered while planning for organization's manpower. The study concluded that no organization can rise above the technical competence of its personnel and therefore recommended inter alia; there should be a rational and systematic personnel selection programme; searching for employees with the right skills, non-politicization of recruitment, adequate staff motivation, regular training and development of staff to form one of the priorities of human resource managers, high rate of employees turnover to be checked and adequate fund made available to meet up with right personnel.

Keywords: Human Resource, Manpower Planning, Recruitment, Employee Turnover, Manpower Training, Organization.

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Introduction

Organization is an entity created for the attainment of goals through the cooperative efforts of human beings. It is this human component of an organization that generates and turns other resources into products and renders services towards the attainment of organizational goal. Early in the 19th century, little attention was given to human elements in the organization. Workers were something to be bought and sold, to be used and discerned like machines. In the later part of the 1920s, human relations movement based on the Hawthorne studies by Professor Elton Mayo and his colleagues from Harvard University evolved a different view of employees. It saw organization as a social system with members strongly influenced by intergroup relationships and with individuals motivated by complex hierarchy of needs. (Okoli, 2000).

Today serious attention is being paid to the organization's human element both in terms of motivation and recruitment.

Likert (1967) argues that all activities of any enterprise are initiated and determined by the persons who make up that institution, plant, offices, computer, automated equipment, and all that a modern firm uses are unproductive except for human effort and direction. It is the people in any human organization that are endowed with abilities, talents and attitudes that influence productivity, quality and productivity. This study therefore tries to look into the basic issues to bear in mind as a manpower planner while planning for an organization.

Manpower planning is one of the major issues facing contemporary organizations. Some of the problems spotlighted as posing challenges to manpower planners include: poor reward system which results to disincentive to work, population growth especially in Nigeria where population data has been insufficiently accurate for planning process; surplus and shortage of manpower as where the country is believed to have abundant manpower but when looked inwardly, most of these labours are unskilled; urbanization crises as a result of rural urban migration and its resultant population increase, corruption which is a major detriment to manpower development, get- rich-quick syndrome amongst youth who prefer to join politics and become political tugs instead of joining organizations to help in capacity building. Lack of fund also is a serious handicap to manpower planners among others.

This study is broadly intended to X-ray the basic functions and procedures to be adopted by manpower planner while planning for an organization. Specifically, the study among other things will seek to: Examine the steps to be taken on continuous basis by organizations

manpower planner while planning for an organization. Also to examine how availability of fund will enhance the work organizations manpower planner while planning for an organization. Then proffer possible solutions to enhance manpower planning in organizations.

Methodology

The data for the study were collected from secondary source which include periodicals, office records and textbooks.

Theoretical Framework

The theory adopted in this paper is contingency theory by Lawrence.

The theory is an attempt to rationalize the various views of schools of management thought. The theory says that there is no best way to manage and anyway a manager adopts depends on the nature of the environment to which the organization must relate.

The theorist believes that “the task of managers of contemporary organizations from the contingency perspective is to identify which technique will, in a particular situation, under particular circumstance and at a particular time, best contribute to the attainment of management goals”. The type of an environment will depend on the human skills and number of personal required to carry out operations.

Moreover, the skills required determine the reward system to be adopted and the rate of turnover will depend on the technique to be adopted by the human resource manager. A good human resource manager considers the work environment in order to determine the appropriate technique to enhance productivity

Conceptual Clarification

Manpower Planning: Manpower planning can be defined as an attempt to forecast the number and kind of employees that will be required in future and to what extent this demand is likely to be met. It has to do with critical analysis of supply, demand, surplus, shortages and utilization of human resource in an organization.

The manpower requirements of any organization have to be planned as the way we budget for the amount to be spent (Ubeku 1975).

The two cardinal aims in manpower planning can be summed up as:

- To ensure the optimum use of the human resource currently employed; and
- To provide for the future manpower needs of the organization in terms of skills, numbers and ages.

Therefore, at every point in time in the life of an organization, there must be the right number of employees, with the right level of skills, in the right jobs, at the right time and performing the right activities.

Human Resource: Onah (2000) defines human resource as all the experiences, skills, abilities, judgment, knowledge, contacts, risk-taking and wisdom of individuals and associates in an organization. It is seen as the most important out of all the resources needed for the production of goods and services which serve as the key to rapid socio-economic development of any nation (Ananti, 2012).

Skills of Human Resource

Four basic skills are needed in human resource according to Raymond, A.N. Hollenbeck, J.R., and Gerhart, B. (2004). These include:

- **Leadership skill:** The success of any business depends on its leadership. Leadership is the ability to influence and interact the work related activities of group members. It requires imitativeness to plan, organize, direct and control resources. Employees with good leadership skill are required in organization.
- **Decision Making Skill:** This is the act of choosing a course of action from two or more variable alternatives as a solution to a problem. Managerial decision making remains one of the greatest challenge facing contemporary administrators/managers today. Human resource managers should be able to locate employees with high decision-making skill.
- **Human Relations Skill:** Employees should be Jenu-faced SantaClaus individuals who will always keep smiles on the faces of clients/customers and colleagues which includes ability to communicate, negotiate, maintain team work etc.
- **Technical Skill:** This is expertise skill in the discharge of duties. A good employee should possess technical ability to discharge his duties with expertise knowledge. This will help to reduce wastes in the organization.

Objectives of Manpower Planning

Manpower planning can be said to have two main objectives which border on ensuring the optimum use of human resource currently employed and providing for the future manpower needs of the organization.

Therefore manpower planning can help management in making decisions in the following areas:-

- Recruitment
- Avoidance of redundancies
- Training - numbers and categories
- Management development
- Estimates of labour costs
- Productivity bargaining and accommodation requirements

Manpower Planning Process

- Statement of organization's objectives
- Demand for labour: how many, what kind, when, where?
- Supply of labour
- Recruitment (training etc)
- Feedback (possible modifications to suit organization's objectives).

(Source: Graham and Beneettop.cit.)

Issues to be considered while planning for Organization's Manpower

The issues to be considered in the manpower planning for an organization include:

- a. The creation of the organization's manpower planning group which should include the officers in charge of the main functions within the organization.
- b. The statement of manpower objectives in the light of the organization's objectives by considering:
 - (i) Capital equipment plans; and
 - (ii) Reorganization, e.g centralization or decentralization, changes in products or output, marketing plans, and financial limitations.
- c. The present utilization of manpower in particular; **Number of employees in various categories;**
 - (i) Statistics of labour turnover and absence;

- (ii) Amount of overtime worked;
 - (iii) Amount of short-time; and
 - (iv) Appraisal of performance and potential of present employees and general level of payment compared with that in other organizations. It must be noted that for all of the above, accurate and comprehensive personnel records are essential.
- (d) The external environment of the organization;
- (i) Recruitment position;
 - (ii) Population trends;
 - (iii) Local housing and transport plans; and
 - (iv) National agreements dealing with condition of work; government policies in education, retirement, regional subsidies etc.
- (e) The potential supply of labour in particular;
- (i) Effects of local emigration and immigration;
 - (ii) Effects of retirement or redundancy by local firms;
 - (iii) Possibility of employing categories, e.g part time workers; and
 - (iv) Changes in productivity or working practices.

It is after considering and co-ordinating these factors that a manpower plan may then be made, by function, occupation and location, how many employees it is practicable to employ at various stages in the future.

The following should be shown in final manpower plan of the organization

- i. Jobs which will appear, disappear, or change;
- ii. The extent to which re-deployment or re-training is possible;
- iii. Necessary changes at supervisory and management levels;
- iv. Training needs;
- v. Recruitment, redundancy or retirement programmes;
- vi. Industrial relations implication; and
- vii. Arrangement for feedback in case modifications in manpower plan or organization's objectives are necessary.

Critical Analysis of Manpower Planning

Raymond, Hollenbeck, Gerhart and Weight (2004), state some of the problems discovered in manufacturing industries which lead to low productivity and performance.

According to them, the problem of capital utilization which affects the performance and productivity level in industry capacity - underutilization could be planned or unplanned. A firm could decide to create excess capacity for its future expansion programmes. Unplanned capacity under- utilization, on the other hand, has an adverse effect on performance and productivity which leads to capacity under-utilization. According to him, the results are frequent power interruptions, unavailability of raw materials, strikes and lockouts, insufficient demand for a product and shortage of funds.

Onah (2000) said that inadequate provision of basic need to manpower leads to low performance. In an era where good things are no longer for the poor, Air transportation, medical care, justice, shelter, transportation, food and others. He went ahead by saying that it is not uncommon to find workers living under hard condition where basic needs are not in existence that the workers will feel them, committing to work, workers are loaded in.

Therefore, manpower planning involves selecting missions and achieving them, it requires decision making that is chosen from among alternative future courses of action. Manpower planning thus provides a rational approach to achieve present objectives.

Because of constant changes in the environment, continuous manpower planning is an essential change that faces managers to plan in an attempt to reveal in advance opportunities for, and threats to the programme. In most cases, success or failure depends on a capacity to adapt to plans both to new information and changing environmental conditions. Thus, manpower planning is a process by which managers utilize and determine future action that will lead to realization of desired objective. Manpower planning also helps to anticipate future situations or conditions and their likely consequences. As such, it enables an organization to provide for means of embracing future uncertainties or at least ameliorate their negative effects.

This is done by reducing the risk exposure inherent in business operations in view process of stemming enterprise objectives and selecting future course of action necessary for their accomplishment.

The success or failure of any organization depends much on adequate and proper manpower planning of a given organization's management and administration. Effective manager do not, and cannot depend on the fate or the word of oracle as substitutes for manpower planning. Therefore, any individual or organization that wishes to succeed in business must

of necessity equip its manpower planning.

Manpower planning is performed by all level of management and as such it is a function of all managers, although the character and breath of manpower planning will vary with the nature of the policies and plans outlined by the supervisors.

The involvement of managers in manpower planning is based on the idea that the success of a plan depends on commitment to the plan by those responsible for performance.

Conclusion

It has been repeatedly argued by scholars that no organization rises above the technical competence of its personnel. Consequently, it is important that for an organization to meet the demands for efficiency and effectiveness in the face of keen competition, it must develop and adopt a rational and systematic personnel selection programme.

It is only through properly articulated manpower planning that an organization can pursue its constitutional responsibilities and developmental programmes. Most often it is assumed that labour is always available, but the fact is that skilled labour or specialized labour is not always available. Therefore, an organization that does not have manpower plan or that develops its manpower plan haphazardly will always have manpower problems. It will always be lacking some important labour force in its operation, and therefore low productivity.

An organization without properly organized manpower plan will not have sound manpower development/training and utilization programmes. A well-developed manpower training programme, more often than not, emanates from manpower planning. This is because through manpower planning, the organization will determine beforehand its manpower needs and develops strategies for achieving them.

Recommendations

Having x-rayed some of the manpower planning needs of an organization, this study therefore came out with the following recommendations. The following recommendations will help an organization to achieve its goal and thus satisfy its needs, the needs of the workers and those of the entire society.

- There should be a rational and systematic personnel selection programme needs of an organization.

- Employees with the right skills should be sought for.
- Politicization of recruitment should be avoided
- Adequate staff motivation should be accommodated
- Regular training and development of manpower should be one of priorities of human resource managers.
- High rate employee's turnover is signal of problem; this should be checked and addressed.

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