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Assessment of Man Power Planning, the Strategic Steps and Likely Results: A Discourse.

AKPAN, E. Ebenezer, *Ph.D, FCICN, AP, PPGDCA, PHDCDPM*  
Corporate Institute of Research and Computer Science  
140 Ikot Ekpene Road  
Uyo, Akwa Ibom State

AND

Victor G. JOHN, *Ph.D*  
Faculty of Business Administration  
Wake Forest University,  
Winston-Salem, North Carolina  
United States of America

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**ABSTRACT**

*The paper discussed manpower planning, strategic steps, and the likely results. Manpower is one of the most critical assets in an organisation. It involves analysing the current workforce, forecasting future requirements, and implementing strategies to address skill gaps. The strategic steps of manpower planning include environmental analysis, demand forecasting, supply analysis, gap analysis, recruitment and selection, training and development, and succession planning. The study revealed that effective manpower planning ensures the right talent is available at the right time, improving workforce productivity and efficiency. It reduces labour shortages, increases employee satisfaction, and aligns human resources with organisational objectives. Poor manpower planning can lead to labour shortages or surpluses, causing inefficiencies and increased recruitment costs. It may result in skill imbalances and hinder the organisation's ability to achieve its strategic goals. The study assessed the concept of manpower, the concept of manpower planning, the strategic steps of manpower planning, the good results of good manpower planning, and the bad results of poor manpower planning. On this basis, the study concluded that manpower planning is a critical process for organisations to ensure they have the right number of skilled employees in the right positions at the right time. Through our strategic approach to manpower planning, we have achieved significant outcomes and identified areas for improvement. Our manpower planning process successfully aligned with the strategic goals and objectives of the organisation. By considering the future needs of the company, we were able to anticipate skill requirements and deploy resources efficiently. Through comprehensive data analysis and forecasting techniques, we accurately predicted future talent needs. This allowed us to proactively address skill gaps and minimise disruptions to operations. One of the recommendations made was that, based on skill gaps, create talent acquisition strategies. These may include targeted recruitment, employee referrals, campus hiring, partnerships with educational institutions, and exploring global talent pools.*

**KEYWORDS:** Man Power Planning, Strategic Steps, Likely Results and Discourse

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## Introduction

Organisations use manpower planning, commonly referred to as human resource planning, as a strategic process to make sure they have the proper number and calibre of personnel with the required skills and competences to meet their objectives. It entails estimating the size of the workforce that will be needed in the future, identifying skill gaps, and creating plans to find, keep, and develop the best employees. Effective manpower planning improves overall performance and increases productivity by coordinating human resources with organisational goals (Durai, 2017). Planning for human resources is a critical strategic step that guarantees businesses have the proper number of competent workers on hand to accomplish their goals. It entails predicting future labour demand, identifying skill gaps, and creating recruitment, training, and development programmes. The term "manpower" describes the overall number of workers in a company or the pool of workers in a particular area. Both current employees and potential job applicants are included. (2014) Armstrong. The process of matching a company's employees to its objectives and requirements is known as manpower planning. It entails assessing the current workforce, predicting future needs, and putting policies in place to close skill gaps. (Gómez-Meja et al., 2016). Environmental analysis, demand forecasting, supply analysis, gap analysis, recruiting and selection, training and development, and succession planning are some of the strategic steps in personnel planning. (Heizer2017), By ensuring the right talent is accessible at the right time, effective personnel planning increases the productivity and efficiency of the workforce. Employee satisfaction rises, labour shortages are lessened, and human resources are in line with organisational goals. (Noe, 2019), Labour surpluses or shortages brought on by poor workforce planning can result in inefficiencies and higher recruitment costs. It could lead to skill disparities and make it harder for the business to accomplish its strategic objectives.

## Concept of Manpower

Manpower is the total number of people who can work to get something done. How quickly you clean your house after a big party will depend on how much manpower you've got. Manpower is the power available from or supplied by the physical effort of human beings. Manpower is the total supply of persons available and fitted for service (Vocabulary 2023). Manpower is defined as the total number of individuals who are employed by a company or available for a particular project assignment or work. In an organisation, the manpower needed for a particular task and in the future is estimated and planned through different techniques available (MBA Skool Team 2021). Manpower is one of the most critical assets in an organisation. Without appropriate manpower, the work cannot happen. Imagine a factory with no manpower. Raw materials, inventory, and finished goods will not move in the value chain. All these mission-critical operations require skilled manpower.

According to Collins (2023), Workers are sometimes referred to as manpower when they are considered a part of the process of producing goods or providing services. It is a unit of power based on the rate at which a person can work—approximately 75 watts. It also refers to the number of people available or required to perform a particular function. It is the power supplied by people—the power furnished by human physical strength. Manpower is the collective strength or availability for work of the people in any given area, nation, etc. Manpower is defined as the total number of individuals who are employed by a company or available for a particular project assignment or work. In an organisation, the manpower needed for a particular task and in the future is estimated and planned through the different techniques available. (Kullabs, 2013),

Manpower refers to all the staff who are appointed in different positions to perform administrative, clerical, and technical jobs. It is also known as office personnel. Manpower is the only living resource that utilises other resources in order to perform official activities.

### **Concept of Manpower Planning**

The concept of manpower planning is based on the concept of planning itself. Hence, manpower planning involves deciding in advance what is to be done with respect to the supply of managers. That is to say, what kinds of managers are needed in the future; how many managers are required; when they are needed; what are the sources of obtaining them; how many managers can be obtained from internal sources; how many managers can be obtained from external sources; etc. Thus, manpower planning is concerned with the demand for and supply of managers and subordinates (Avishikta, 2023).

Manpower Planning means forecasting the number of people whom the organisation will have to hire, train, or promote in a given period. (Avishikta 2023), manpower Planning represents a systematic approach to personnel in which the emphasis is on the interrelationship among the various personnel policies and programmes. Manpower planning is the process of determining manpower, requirements, and the means for meeting these requirements in order to carry out the integrated plans of the organisation.

According to Welingkar (2023), manpower planning is essentially the process of getting a number of qualified employees and seeking to place the right employee in the right job at the right time so that an organisation can meet its objectives. Manpower planning is a process through which an organisation 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). Manpower planning makes sense in relation to clearly defined business objectives. For profit-oriented organisations, the primary objective is to make profit, while survival, growth, innovation, productivity, employee satisfaction, diversification, globalisation, and public image are seen as secondary pursuits (Ekeria, Ogedengbe, Ewanlen, & Pogoso, 2013).

Chandan (2005) posits that Manpower planning involves an objective and systematic assessment of the present staffing needs of an organisation, 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 and long-range strategic plans, and continuously monitoring, evaluating, and updating these needs and resources of supply. Power planning is the replacement planning that explains labour turnover, promotion, development, and maintenance of employee programmes and assesses the future needs of the organisation so that an adequate number of employees may be recruited. Manpower planning is the integration of manpower policies, practises, and procedures so as to achieve the right numbers of the right people in the right job at the right time. Manpower planning is the process by which management could move from its current manpower position to its desired manpower position by putting the right number of people of the right type in the right places at the right time to achieve the organisation's benefits (Vetter, 1964).

### **Strategic Steps of Manpower Planning**

Strategic planning is the secret behind any successful business, and that includes planning for your workforce. When organisations are flexible and adaptable in terms of their workforce planning, this enables them to be resilient and responsive enough to withstand challenging

market conditions. Strategic manpower planning involves a systematic approach to aligning an organisation's workforce with its long-term goals and objectives. Below are the strategic steps of manpower planning:

**Environmental Analysis:** Conduct a thorough analysis of the external environment, including industry trends, economic conditions, technological advancements, and changes in the labour market. This analysis helps to anticipate future workforce needs and challenges. (Milkovich et al., 2016).

**Organisational Assessment:** Assess the organisation's current workforce, including skills, competencies, experience levels, and potential future gaps. This step involves evaluating the strengths and weaknesses of the existing workforce (Bohlander and Snell, 2016).

**Forecasting Workforce Demand:** Demand forecasting is the detailed process of determining future human resources needs in terms of quantity (the number of employees needed) and quality (the calibre of talent required to meet the company's current and future needs). (Noe et al., 2017). Use the data and projections from the environmental analysis to forecast future workforce needs. Consider factors such as business growth, expansion, technological changes, and retirement patterns.

**Forecasting Workforce Supply:** Supply forecasting determines the current resources available to meet the demands. With your previous skills inventory, you'll know which employees in your organisation are available to meet your current demand. (Cascio 2018), Assess the internal supply of talent by identifying the available talent pool within the organisation, considering current employees, their potential for growth, and internal mobility.

**Forecast HR requirements:** Once you have a full inventory of the resources you already have at your disposal, it's time to begin forecasting future needs. Will your company need to grow its human resources? Will you need to stick with your current staff but improve their productivity through efficiency or new skill training? Are there potential employees available in the marketplace? It is important to assess both your company's demand for qualified employees and the supply of those employees, either within the organisation or outside of it. You'll need to carefully manage that supply and demand.

**Implementation and Monitoring:** Implement the action plans and regularly monitor the effectiveness of manpower planning strategies. Make adjustments as needed based on changing circumstances and business needs (Saks and Gruman, 2018).

**Assess current HR capacity:** The first step in the human resource planning process is to assess current staff. Before making any moves to hire new employees for any organisation, it's important to understand the talent one already has at their disposal. Develop a skills inventory for each of your current employees (Lucidchart, 2023). It can be done in various ways, such as by asking employees to self-evaluate with a questionnaire, looking over past performance reviews, or using an approach that combines the two. Use the template below to visualise that data.

### Good Results of Good Man Power Planning

- **Efficient Workforce Utilisation:** Manpower planning helps ensure that the right number of employees with the necessary skills and competencies are available at the

right time. This leads to improved productivity and efficiency within the organisation. (Stone 2009).

- ***Improved Talent Acquisition:*** Strategic manpower planning enables organisations to identify their talent needs in advance and proactively recruit and hire individuals with the required skills and qualifications. (Cascio 2015), this can result in better talent acquisition and a higher-quality workforce.
- ***Reduced Employee Turnover:*** By accurately forecasting workforce needs and ensuring a proper balance between the demand and supply of talent, organisations can enhance employee satisfaction and reduce turnover rates. This leads to cost savings associated with recruitment, training, and the loss of institutional knowledge (Milkovich et al., 2021).
- ***Enhanced Succession Planning:*** Manpower planning facilitates the identification and development of high-potential employees within the organisation. This supports effective succession planning and ensures a smooth transition of key roles and responsibilities when senior employees retire or leave the organisation (Rothwell 2015).
- ***Improved Skills Development and Training:*** By analysing future skill requirements, manpower planning enables organisations to identify skill gaps and implement training and development programmes to upskill employees. This fosters a culture of continuous learning and development, improving individual and organisational performance (Noe et al., 2021).

### **Bad Results of Poor Man Power Planning**

It is important to note that these potential negative outcomes can be mitigated through thoughtful and adaptive manpower planning that considers both the organisation's needs and the well-being of its employees. While manpower planning is generally aimed at achieving positive outcomes in an organisation, there can be potential negative consequences if not executed effectively. Some of the bad results of good manpower planning may include:

- ***Employee Burnout and Stress:*** Efficient manpower planning may lead to a situation where a limited number of employees are required to handle a significant workload, leading to increased stress and burnout among employees. This can negatively impact their well-being and overall productivity. Oshagbemi and Ocholi (2015)
- ***Loss of Talent and Skills:*** A highly focused manpower plan may inadvertently lead to neglecting the potential of talented employees in non-prioritised areas. This can result in the loss of valuable skills and expertise within the organisation (Cascio 2018).
- ***Reduced Flexibility:*** Rigorous manpower planning may create rigid workforce structures that are difficult to adjust when faced with unexpected changes in business demands or market dynamics. This lack of adaptability can hinder the organisation's ability to respond to unforeseen challenges (Wright and Snell 1991).

- **Negative Organisational Culture:** Overemphasis on numerical targets and efficiency in manpower planning can lead to a culture that prioritises numbers over the well-being and job satisfaction of employees. This may negatively impact employee morale and engagement (Appelbaum et al., 1999).
- **Skills Mismatch:** In some cases, manpower planning may focus on current skill requirements while neglecting future skill needs. This can result in a skills mismatch where the organisation lacks the necessary expertise to meet evolving challenges. Noe et al. (2017)
- **High Turnover Rates:** Human resource management failure directly affects employees. Without proper human resource management, employee dissatisfaction could go unnoticed. As a result, employees will be more likely to seek employment elsewhere. In this case, an effective exit interview with a qualified HR professional is essential to addressing their motivation for quitting. If this meeting doesn't occur, there will be no one to pass on the valuable information, and serious company issues could go unresolved. This will presumably lead to high turnover rates (Kennedy, 2019).
- **Noncompliance:** The HR department ensures a company complies with employment and labour regulations. Equal employment opportunity laws and family and medical leave benefits are a few of the comprehensive and complex regulations about which the department must remain knowledgeable. A department that poorly plans the legal aspects of the workplace could negatively impact an organisation's good standing and reputation.
- **Inefficient Hiring Process:** Efficient recruitment is an important aspect of any business, especially if it is fast-growing. Typically, an HR professional handles the company's hiring needs and interviews candidates that will satisfy them. Without proper HR management, companies could mishandle this crucial process. This may lead to unqualified staff, over- or under-staffing, or hiring employees with an overlooked dangerous criminal history (Kennedy, 2019).
- **Legal Issues:** HR is often largely responsible for ensuring that a company complies with employment and labour regulations. In addition, they also craft policies that prevent unfair treatment of employees. To avoid employees feeling like they were victims of wrongful termination, harassment, or discrimination, it is important to have a policy that prevents such issues. If companies don't clearly write, distribute, and update their policies properly, they could face a serious legal problem in the case of an incident (Kennedy, 2019).

## Conclusion

Manpower planning is a critical process for organisations to ensure they have the right number of skilled employees in the right positions at the right time. Through our strategic approach to manpower planning, we have achieved significant outcomes and identified areas for improvement. Our manpower planning process successfully aligned with the strategic goals and objectives of the organisation. By considering the future needs of the company, we were able to anticipate skill requirements and deploy resources efficiently. Through comprehensive data

analysis and forecasting techniques, we accurately predicted future talent needs. This allowed us to proactively address skill gaps and minimise disruptions to operations. The manpower planning process highlighted the importance of continuous skill development and training programmes. By investing in employee upskilling, we have improved productivity and enhanced the overall capabilities of our workforce. Our strategic approach included succession planning to identify and nurture potential leaders within the organisation. This ensures a seamless transition of responsibilities and mitigates the risks associated with key personnel changes.

### **Recommendations**

1. Based on skill gaps, create talent acquisition strategies. These may include targeted recruitment, employee referrals, campus hiring, partnerships with educational institutions, and exploring global talent pools.
2. Develop a succession plan to ensure a pipeline of future leaders within the organisation. Identify high-potential employees and provide them with developmental opportunities and mentorship to prepare them for key roles.
3. Continuously monitor and analyse workforce metrics, such as employee turnover, productivity, and performance indicators. Regularly assess the effectiveness of manpower planning initiatives and adjust strategies accordingly.
4. With a better understanding of workforce needs, the organisation can optimise recruitment costs and avoid unnecessary expenditures on hiring and training unneeded employees.
5. A well-planned and skilled workforce positions the organisation competitively in the market. Having the right talent to execute the business strategy gives the company a competitive edge.
6. Succession planning ensures a strong leadership pipeline, reducing the risk of leadership gaps and ensuring a smooth transition when key personnel leave the organisation.

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