

MANPOWER STUDY: ANALYSIS OF A STATE TECHNICAL UNIVERSITY

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Abstract *The historical role of human resources has changed since its inception in the early 1900s. Noted thinker L. F. Urwick says, "Business houses are made or broken in the long run not by the markets or capital, patents or equipments, but by men". Human resource today is a strategic partner in planning and attaining organisational policies and goals. Today's business climate puts the obligation on the Human Resource (HR) department to accept the challenge of doing more with less, while contributing value toward business objectives. Human resources also seeks to address the rapidly changing conditions affecting the type of employees required and their changing needs, therefore HR planning has become an integral part of all organisations. Manpower study is a process that sets the stage for a true transformation in human resources strategy and services. It links HR systems and services to organisational objectives while focusing on the needs of the internal customers in the areas such as employee retention, training, employee compensation, and virtually any process or practice within the organisation that affects its people. This study was undertaken for a state technical university to analyse the manpower situation, therein. The team carried out detailed study of HR department of the university and its present functions. The study also analysed various HR functions of the university like recruitment, promotion, performance appraisal, career advancement etc. to evaluate the standing of the university on this count. Pareek and Rao's model was extensively used to analyse the data. On detailed analysis it may be safely concluded that the university HR department did not have well differentiated structures appropriate for HRD nor was the integration of all HR functions being carried out. The review of HRD practices as per the Pareek and Rao's Model applied to the university, gives a bleak picture of the policies and practices being followed therein.*

Keywords: *HR, Manpower Audit, Human resources, Manpower Study, HRP, Human Resources Planning, Manpower Planning, Organisation Development*

INTRODUCTION

Human Resource Management (HRM) is a philosophy of people management based on the belief that human resources are uniquely important for the sustained success of an organisation. An organisation gains competitive advantage by using its people effectively, drawing on their expertise and ingenuity to meet clearly defined objectives. HRM is aimed at recruiting capable, flexible and committed people, managing and rewarding their performance and developing key competencies.

Manpower study popularly known as HR audit is a systematic formal process, which is designed to examine the policies, procedures, structure, systems and practices with respect to the organisation's human resource management and verify if mission, objective, policies, procedures, programmes are chased and expected results achieved. This intervention

rationally carries out an assessment of the existing human resource in the organisation in order to suggest future improvements based on the past activities measurement. According to Schwind, Das and Wagar, "Human resources audit is an examination of the human resources policies, practices, and systems of a firm or division to eliminate deficiencies and improve ways to achieve goals."

Human resource auditing as an exercise is carried out by many organisations periodically, quite similar to the financial audit which provides them a thorough analysis of the manpower deployed in the organisation and their productivity during the period. HR audit thus is comparable to preventive medical checkup of a person on the basis of certain tests to diagnose dangerous ailments and its prevention in the future. The tool has the potential to clearly indicate the present human resource health of the organisation along with any symptoms of future problems which may be corrected by initiating

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timely actions on the basis of inputs received from the audit. HR Audit also benefits the organisation by enabling it to ascertain how much investment it has made on its employees and how much return it can expect from this investment.

REVIEW OF LITERATURE

Masoumeh and Masoumeh (2015) carried out a research on manpower planning in an educational institution. In an educational institution, the faculty required to undertake important function needs to be planned in advance so as not to miss upon the required talent. Firstly, the student strength of the institution is predicted for the next five years using trend analysis and thereafter the faculty requirement is forecasted using regression equation models. The findings showed that associate professors, aged 46 to 55 years are the most necessary manpower to be employed and the percentage of female faculty members has shown significant growth.

Saad, Farah, Haslinda, and Rahela's (2014) research was aimed at determining an appropriate manpower model to understand the flow of lecturers in a university in Malaysia and accordingly Markov Chain model was used. The results obtained from the study indicate that the appropriate manpower planning model used should be validated by comparing it to the actual data. These results would provide useful suggestions to the university to plan their manpower and budget support required in future.

The objective of research by Farman, Kashif, Syed, Muhammad, and Muhammad (2013) was to determine key determinants of formal human resource planning that contributed towards performance in the telecom sector. The data was collected from top managers, middle level managers and the first line HR managers of 50 offices including head offices and regional offices. The results indicate that the HRP factors like selection, training, incentives etc. have a significant and positive relationship with organisational performance measures like job satisfaction, efficiency, employee motivation, and technology.

Al-Wahshi, Omari, and Barrett's (2013) paper explored key issues around human resource planning (HRP) in the public sector. The paper concluded that HRP is not assigned much importance in the public sector though it is imminently required to address the continuous organisational challenges. The neglect of HRP in the public sector is resulting in poor productivity, inconsistent financial results, increased costs and host of other undesirable features.

The paper by Anyadike (2013) highlighted the importance of human resources planning (HRP) to improve employee productivity in Nigerian public organisations. The paper concluded that human resource planning has not been given the attention it deserves in Nigerian public organisations leading to loss in productivity in such organisations.

Omoankhanlen (2013) investigated the relative influence of human resource planning (HRP) on the effectiveness and efficiency of organisation. The study recommended that HRP should be a priority in every organisation, since it has an impact on organisational performance.

Francis, Samuel, and Joy (2012) studied theoretical framework by examining the possibility of merging business plan of an organisation with its manpower plan. The study concluded that the manpower plan of an organisation should be inherently related to its business plan and an organisation can become much more competitive by making the two compatible.

Kannappanavar and Kumbargoudar (2010) identified the manpower requirements in the agricultural science university libraries in India. The paper concluded that the services in majority of the libraries in India were found wanting because of adequate trained manpower.

Park, Lee, Yoon, and Yeon (2008) examined the manpower planning and forecasting model for the information security industry. They found that the simulation results showed an overall manpower shortage in the industry and suggested that this model can be re-run to reflect the various alternatives to achieve a stable manpower balance between demand and supply.

Vijaykumar (2008) analysed the size and structure of library manpower, both teaching and non-teaching, of five different Universities of Kerala. The study examined various dimensions of manpower including; job description, job specifications, categorisation, salary scales etc. The paper provided useful inputs to rectify the irregularities in the present situation.

Farnham (2006) explained that manpower planning helped to integrate business plan with the human resource planning. It allowed for better reporting thus helping the management to make better decisions with regard to the manpower required, costs associated and the correlation between productivity and costs. The researcher concluded that the organisations are guilty of ignoring man power planning because of multitude of reasons like resources lag, insufficient skills, less time and inadequate data.

In a case study by Nelson (2005), a new manager used the best HR practices to turn around an ailing confectionary unit. This transformational change was brought about by following a strategy which propounded innovation and continuous improvement, emphasis on strategic business units, sound performance management system, and building a dynamic organisation culture. This case highlights the efficacy of sound HR policies and practices stressing on effective communication, involvement, participatory decision making and ownership amongst others.

Wong, Chan, and Chiang (2004) evaluated certain employment and manpower demand estimating models. The study recommended the top-down forecasting approach to predict occupational manpower demand.

Hunger and Wheelen (2003) stated that manpower alignment implies integration of decisions concerning employees with decisions concerning business outcomes as per the objectives of the company.

Institute of Manpower Studies (2003) reviewed the corporate manpower planning/ HRP models. The study highlighted that during the last decade the subject of manpower planning has achieved maturity by use of quantitative techniques, development of models, and increased awareness of HR practitioners about analysis of manpower systems,

Yadav and Dabhade (2013) studied the practices and measures initiated for adoption of Human resource planning and audit in HEG Limited. The study concluded that it was not possible to adopt HR planning tools and accurate audit practices beneficial for the organisation under all circumstances as these tools themselves do not provide solutions to all the problems faced by an organisation. They rather provide a number of alternative choices for the management to arrive at some meaningful conclusion.

Christine (1996) evaluated the human resource planning in the Copperbelt University. The study tried to examine the impact of remuneration on the retention of employees in the organisation. The author concluded that the university will keep facing problems related to retention of staff till the conditions of services for the university employees are not improved hence indicating a positive correlation between remuneration and retention of staff. Further, the research concluded that not adequate attention was given to HRP in the university.

Mould (1996) presented a case study of short term manpower planning in an agency which processed contract clerical work. The problem originated when the agency was presented with an unexpectedly large batch of work and a backlog quickly developed. Management took the obvious action of increasing staff numbers but this had little effect on the throughput of the work and the situation deteriorated. A decision support approach was adopted and a spreadsheet-based model developed which proved to be highly successful. It demonstrated that simply increasing temporary staff or working overtime were insufficient to remove the backlog of work within a year.

Skolnik (1983) studied the importance of manpower planning in a university in Canada. The research concluded by rejecting the concept of manpower planning, and alternately offering a new set of guidelines for improving the synergies between manpower of universities and the labour market within the existing university rules and regulations.

OBJECTIVES

The main objectives of the study are as under:

- To examine the way human resource development (HRD) function is structured in a state technical university.
- To highlight the current HRD practices in the university.
- To examine the extent to which the HR practices followed by the university fare on the touch stone of Integrated HRD systems approach of Pareek and Rao (1975, 1977).

RESEARCH METHODOLOGY

The research methodology followed by the research team is as under:

Data Collection

The study team visited the university a number of times and used various methods for primary data collection including questionnaire method, direct observation method, interview method, self-evaluation method, and so on. The secondary data was collected from university brochures, UGC guidelines, journals, magazines, newspapers, research papers etc.

Data Analysis

The data so collected from primary as well as secondary sources was analysed by suitable quantitative and qualitative tools to arrive at appropriate conclusions. Pareek and Rao's model was extensively used to analyse the data.

Pareek and Rao's Framework

The research team used Pareek and Rao's framework for conducting the manpower study of the university and the framework used is discussed as under:

In 1975, Udai Pareek and TV Rao from the Indian Institute of Management, Ahmedabad were appointed as consultants to study the performance appraisal system of L&T and make recommendations for improving it. In their report they designed an HRD system for L&T having 14 HR principles.

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The main focus of this research was to gain an in-depth knowledge of the human resource and its effectiveness

within the university. The study was planned to get a clear judgment about the overall status of the departments and to find out whether existing systems and procedures are yielding desired results.

Analysis of Human Resource Department of the University

The university has 542 employees in Group A, B, C and D and the top management of the university was highly concerned about building competence of the employees to meet changing needs of the education sector. The HR department of the university headed by Deputy Registrar has 37 employees including the staff of the recruitment cell which looks after the recruitment aspects in the university. Although the HR department in the university is separate, HR is not a differentiated function and a lot of overlapping in the working of the staff was evident. The head of the department tried to integrate all the HR functions but in vain due to the amount of work involved. As a result, various sub-systems of HRD are not paid adequate amount of attention. It was observed that the university's HR department though

had sufficient number of employees (37) but they were not well-qualified in the HR domain essentially required to enhance the skills, knowledge and attitude of the university employees for the achievement of organisational goals. Further, our audits clearly showed that the designated HRD staff did not devote full time to the HR function as they were involved with other administrative activities.

Extent to which the Integrated Systems Approach is being followed in Implementing HRD in the University

If one has to follow the original structuring suggestions by Pareek and Rao, there should be separate functionaries available for handling recruitment, performance appraisal, feedback and counselling, potential appraisal and development, organisational development, training, and career planning and development. Further, competent and qualified staff should also be available for the effective functioning of the HR department. The extent of application of the university HRD department with Pareek and Rao's model has been shown in Table 1.

Table 1: Extent to which Elements of Pareek and Rao's (1975) Integrated Systems Approach is followed in the University

Element	Extent to which Followed
A differentiated structure with separate HRD department and full-time staff	The university does not have differentiated HRD structures but has adequate full-time staff in the department though the staff is not professionally qualified for the job.
Six sub-systems of HRD	Only two of the sub-systems namely training and performance appraisal are implemented in the university to a limited extent while the other sub-systems namely potential appraisal, career planning, and OD are weak.
Interlinkages between sub-systems	Only performance appraisal is linked to training and full potential of performance appraisal is not used.
Designed with 14 principles in focus	The HRD system of the university has not been designed keeping in view these 14 principles however some of these are aligned in the university values.
Linked to other systems of Human Research Facility	This is done by default as HRD does not have a separate identity.

Source: Rao, Rao and Yadav (2007), A Study of HRD Concepts, Structure of HRD Departments, and HRD Practices in India, p.59.

The integrated systems approach envisaged by Pareek and Rao as applicable to the university indicates that there is some linkage between the various HR sub-systems. The study also highlighted that the performance appraisal system is used as the basis of identification of training needs of the university employees. Out of all the factors, the potential appraisal is the most neglected one followed by career planning & development and feedback & counselling. Some degree of integration between various sub-systems was also

observed, perhaps due to the limited number of persons handling the HRD function.

Table 1 clearly highlights that the integrated systems approach of Pareek and Rao has not been fully implemented in the university. The poor implementation may be due to the following reasons:

- No proper attention to the importance of human resources in the university.
- Lack of competent HRD staff.
- Lack of professional preparation of HRD staff.
- Inadequate understanding of HRD conceptualisations and frameworks.

Analysis of Application of the Principles of the Pareek & Rao’s Model in the University

If the principles envisaged by Pareek and Rao are followed in letter and spirit the HR functions of the university may leapfrog to a higher level thus enabling and empowering

the entire institution. An evaluation of the extent to which seven of these principles is being followed was carried out and the detailed analysis is as per Table 2. It may be seen therefrom that the university follows these principles only to some extent and still it has to do a lot to get the best out of these principles.

Table 2: Analysis of Application of the Principles of the Pareek & Rao’s Model in the University

Principles as outlined by Pareek and Rao HRD Model (1977)	Assessment of the Extent to which the Principles are Being Followed in the University
HRD should be a catalyst of growth and empowerment of employee’s skillset in organisations. The capabilities listed include: All round development of human resources in the university, improvement in organisational health, enhanced problem solving competence, diagnostic skills, inter departmental linkages augmentation etc.	This is aimed at by the university. However, there is no well-articulated philosophy. The top management of the university is concerned but the HR and other departments have not been able to actually transform their functioning following these principles. It was felt that the existing structures and competencies were insufficient for this turn around.
HRD should become a harbinger of employee talent recognition and improvement for their maximum contribution towards the organisational goals.	It was observed that the university lacks an effective talent assessment system and career development initiatives for the employees leading to role myopia and mediocre output.
Maximise individual autonomy through increased responsibility.	The research observed that the HR department has not undertaken structural interventions. It was also weak in this part of Organisational Development interventions. However, whatever results had been achieved in this domain they may be credited to the performance management system currently at place.
Decentralisation through delegation and shared responsibility.	HRD function has not focused on this systematically.
Participative decision-making.	The surveys indicated that the participative decision making in the university has been facilitated to a great extent by participative performance appraisal systems in vogue. Organisational diagnosis exercises also have facilitated this. The improvement in the participative culture in the university may be credited to the positive role of HRD department.
Adaptation of the HRD system to the current organisational culture and changing the culture.	It was observed that the university HRD department has adapted in piece meals the HR systems to the existing culture. It has derived some benefit from this adaptation but the organisation culture has not undergone transformational changes. The university is not using modern performance appraisal tools like balanced score card approach for changing the work culture of the university.
Continuous review of the function and renewal.	HR audit and such other mechanisms have not been used earlier. Continuous review mechanisms are absent in the university.

Source: Rao, Rao & Yadav (2007), A Study of HRD Concepts, Structure of HRD Departments, and HRD Practices in India, p.58.

Highlights of the HRD Practices of the University

The following trends are observed in the university in terms of the HRD practices:

- The university follows a traditional performance management system namely annual confidential report to evaluate the performance of the employees. The performance management system followed by the university is not development-oriented and is regulatory in nature.
- Feedback and counselling is the second system which is being followed in the University but only to a limited extent.
- There is no formal potential appraisal as a separate system in the university. It is only practised to a limited extent and that too informally as a part of performance appraisal.
- 360 degree feedback is not being tried out in the university as a part of modern performance appraisal tool.
- The university does not have any formal system of providing organisational development (OD) interventions for its staff. The role of university HR department is limited to establishment functions only and it is still to upgrade itself as a modern change agent or OD facilitator. Team building workshops,

train the trainer programmes, etc. are some of the OD interventions unknowingly being used by the university however, there is very little of in-house competencies in the area.

- Training and development function is well rounded and a lot of emphasis is placed on it by the university. However, the university lacks in many areas like absence of proper training cell in the department, lack of training needs analysis to study the training requirements of the staff, non-development of in-house competent faculty and trainers, adhocism in providing trainings to the employees, absence of proper evaluations and impact of the trainings on the employees etc. Majority of the trainings are outsourced to professional training institutions. In a nutshell, the university HRD department still has a long way to change itself from training and development catalyst to a creator of a learning environment in the university.

Analysis

Based on detailed analysis of primary and secondary data, many trends emerge which have direct impact on organisation restructuring and manpower planning of the university.

- The employees are satisfied with the overall working environment prevalent in the university.
- The university is not able to perform to its full potential because of lack of proper HR policies, planning and coordination among the stakeholders. The university suffers from adhocism be it in the recruitment, promotion, career planning, succession planning, training and other aspects of HRD.
- There is a view that despite continuous growth in the last 5 years, technical as well as support functions such as engineering, legal, finance and HR have shortage of qualified staff. On in-depth analysis, it becomes apparent that the problem is related to skills gap as well as numbers.
- Manpower deployment needs to be reviewed periodically for maximum utilisation.

CONCLUSION

This manpower audit of the university indicates that the HRD function is not well-structured. The function seems to be convenience-driven rather than systems-driven. It does not have all the systems ideally expected from a major state technical university. The systems are not well-integrated. The integration mechanisms are stronger but the specialisation does not get the attention it deserves. The analysis undertaken clearly shows that the structures prevalent in the university system and the present competencies of

the employees are not fully in sync with the HRD model proposed by Pareek and Rao. Some of the HRD sub-systems, especially the performance management system and training and development system have evolved and matured to some degree while other sub-systems like OD, feedback and counselling are in the next level of maturity. Potential appraisal and career planning and development are the least developed and used sub-systems. If all these sub-systems are adopted, they have the potential to enhance the capabilities and competencies of the university employees. In order to realise this vision, the university HRD department needs to have professionally trained and competent staff for performing its meaningful role as a change agent in the university.

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