

STRATEGIC HUMAN RESOURCE PLANNING AND RECRUITMENT: THE ROLE OF MANPOWER PLANNING IN ACHIEVING ORGANIZATIONAL GOALS

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ABSTRACT

This study delves into the significance of manpower planning, a strategic subset of SHRP, and how it aids in accomplishing organizational objectives. The overarching objective of this research is to ascertain whether and how better-planned recruiting and workforce alignment with long-term business objectives can help businesses improve performance, competitiveness, and adaptability to ever-changing markets. Particularly in developing nations, there is a lack of empirical evidence connecting strategic personnel planning to quantifiable organizational results, despite the wealth of literature on HRM.

We conducted a mixed-methods survey of 150 HR professionals from various businesses and conducted interviews with 20 senior HR managers to better understand their perspectives. In order to assess how personnel planning affects KPIs, data analysis makes use of regression modeling, and theme analysis deciphers qualitative insights.

Companies with better alignment of human capital with business strategy, lower attrition rates, and a workforce that is more productive are those that have mastered the combination of integrated manpower planning and strategic recruiting, as demonstrated by the findings. According to the research, in order to achieve organizational agility, resource optimization, proactive talent acquisition, and strategic HR framework integration, manpower planning is necessary.

Continuous forecasting, technology-driven workforce analytics, and stakeholder interaction are the report's key enablers for effective personnel planning.

Keywords: *Strategic Human Resource Planning, Manpower Planning, Recruitment, Organizational Goals, Workforce Forecasting, Talent Management, Human Capital, Organizational Performance*

I. INTRODUCTION

In order for a company to carry out its operations effectively and achieve its goals, manpower planning is crucial. Organizational growth and success are directly related to the quality of the individuals a company chooses to retain (Barney, 2011). There are a number of important reasons why manpower planning is necessary, and it also substantially helps organizations reach their goals. Organizational manpower planning will remain important for a number of reasons, including the determination of labor turnover and the impending occurrence of certain events. In certain cases, it becomes necessary to replace long-serving employees who are unable to do their jobs due to age-related decline in physical or mental health, or other medical conditions that impair regular mental or bodily functions (Becker & Huselid, 2011).

Manpower planning ensures that an organization is properly and consistently staffed. Manpower planning includes a look at the organization's skill levels, vacancies (from retirements, discharges, transfers, promotions, sick days, absences, or other reasons), and departmental expansions or contractions. The next step is to formulate a strategy for any necessary internal personnel reductions or shifts, future staff training and development, job postings, interviews, and hiring (Boxall & Purcell, 2013).

Manpower planning, which has an impact on organizational performance, is a component of general organizational planning. It is not something to be considered in a vacuum, but rather as part of the company's overall strategy for growth. Without proper and competent planning for its workforce, no country or organization can implement its development programs. Poor management of human resources can impede advancements in any field, even though they are essential to any development effort (Boxall & Steeneveld, 2013). Micro personnel planning is important since it primarily addresses the need for workers in accordance with the goals of the company. This is shown by any business's primary objective, which is to make money, stay in business, grow, and satisfy customers' needs. A company's overarching purpose is to accomplish these aims via the sale of products or the supply of services. When applied to the public sector, the same traits emerge. Ikelegbe came out in 1995. According to Dyer (1967), organizations must: make long-range estimates of institutional manpower needs; and plan for manpower in a way that takes this relationship into account in order to maximize the returns

on investment in human resources through effective manpower utilization (Bratton, 2017). This requires constant decision-making and the development of programs to address specific human resource requirements in order to achieve the organization's stated goals and objectives. Ultimately, this causes people to: acquire the knowledge, abilities, and mindsets necessary to do their jobs well; and tailor their formal education and training to the specific needs of various administrative, technical, and vocational fields (Chandler, 2013).

Goal-setting, policy-making, employment functions (such as recruiting, screening, placement, orientation, training and development, compensation, health and safety), employee services, research, and organizational development are all aspects of human resource management that a high-performing company values. Organizational plans for sales and production, equipment purchase and use, engineering and research, the organization's financial situation, and physical facility planning must all be considered in tandem with manpower planning if organizational performance is to be improved (Delery, 2018).

From the foregoing, it is reasonable to infer that manpower planning is an all-encompassing perspective on the organization's people system. It enables managers to make well-informed choices on a daily basis that align with the organization's overall requirements in the long term. With this in mind, it's clear that any company needs solid workforce planning. According to Dessler & Turner (2011), human resources are also the single most crucial factor in achieving economic growth and development. An organization's or nation's development programs will fail in the absence of sufficient and qualified personnel. The destiny of any organization depends on its human resource, which is crucial to its survival, success, and social and economic progress. Crucial to efficient organizational functioning, this is its defining feature. Fields, Chan, and Akhtar (2014) found that a company's edge in technical and economic growth increases as the quality of her workforce rises.

Additionally, HRP is essential to a company's success because it combines the company's internal and external environments and aligns HR decisions with company objectives and goals. Manpower planning is crucial to good management, as is evident from this (Golhar & Deshpande, 2017). t. Some abilities could be in limited supply and others might be oversupplied if workforce planning is not done. If the wrong people are in charge at the wrong

times, any of the critical management processes could become so ineffective that it threatens the performance or very existence of the organization. If the output is more than the inputs, then the performance or productivity is efficient; if the cost is minimal, then the performance or productivity is effective (Greer, 2015).

It is reasonable to conclude from the above analysis that human capital is a resource that gives one company an advantage over its competitors. To that end, productive and efficient operation is the result of well-planned human and material resource allocation at the organizational level (Herzberg, Mausner & Snyderman, 1959). The whole thing will be nothing more than a fleeting illusion if this doesn't happen. Better planning and management of human and material resources, particularly personnel, can improve organizational performance. The purpose of this article, "An Assessment of the Impact of Manpower Planning on Organizational Performance" (Holbeche, 2016), is to investigate how Ashaka Cement Company's manpower planning strategy affects the company's overall performance.

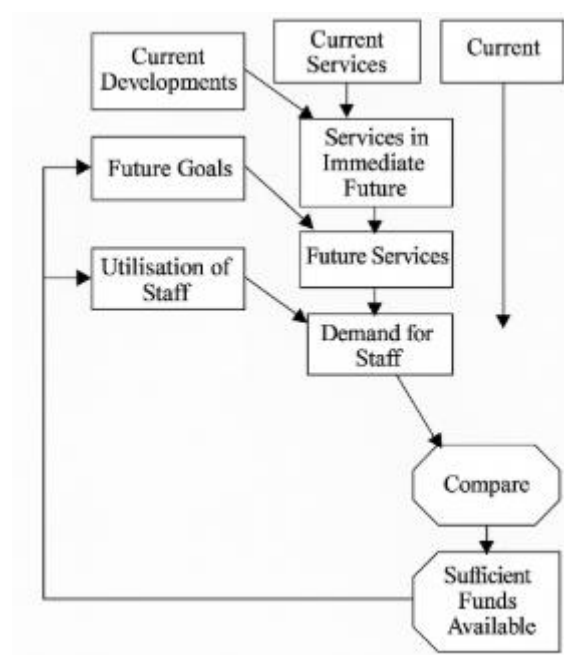


Fig 1: Manpower Planning Process: A Framework

A. Research Objectives

1. We need to figure out how manpower planning affects getting things done for the company.
2. To research how SHRP (strategic human resource planning) relates to efficient hiring procedures.
3. Assess the impact of workforce forecasting on organizational efficiency and employee productivity.
4. To determine the obstacles that businesses have when trying to use manpower planning as a tool for strategic planning.
5. To provide recommendations on how to include human resource and organizational frameworks into manpower planning.

B. Research Gap

While the literature on SHRM and recruitment practices is extensive, there is a lack of studies that directly connect manpower planning to the achievement of organizational goals, especially in fast-paced business settings and developing economies. The majority of research ignores the strategic role of human resource planning in an organization's long-term strategy, instead concentrating on HR's tactical and operational aspects. In addition, there is a lack of literature on the topic of organizational hurdles to executing strategic HR initiatives like manpower forecasts and the function of data analytics and technology in this process. To address these knowledge gaps, this research provides an in-depth examination of manpower planning and its role as a facilitator of successful recruiting and strategic human resource planning.

II. LITERATURE REVIEW

In business, "strategy" refers to the plan put out by an organization's top brass to realize its stated aims and fulfill its stated purpose. Scholars and intellectuals have offered several definitions of strategy over the years. According to Porter, a strategy is a planned sequence of actions used to produce an item of mixed value. "The process by which an organization decides what it wants to accomplish in the long run, how it plans to get there, and how it allocates the

resources it needs to get there," Chandler (2013) defines strategic planning. Mintzberg (2017) defines a systematic series of decisions made to achieve an organization's objectives. These definitions encompass each stage of an organization's strategy. A well-thought-out plan can help an organization better understand its immediate environment and success requirements. If workers are aware of the organization's overarching objectives, they are better able to contribute to its success. A company's strategy can address its weaknesses and shortcomings in a variety of ways, including enforcing regulations, taking action, and establishing a solid focus on performance and productivity (Kane & Palmer, 2015).

According to Bratton (2017), The organizational level, the company level, and the functional level are the three tiers of strategy. The corporate level strategy lays out the big picture for the organization, including its growth philosophy and how it manages its many parts. Geographical reach, product and service variety, the ability to acquire new businesses, and the distribution of resources are all factors in this. Business level strategy focuses on decisions and actions that affect each organization's business units. A business level strategy's end goal is to boost the competitiveness of individual business units. The upstream level strategy serves as a guide for the business level strategy, but each business unit's management is still responsible for developing a plan that works for their specific operations. Examples of functional units whose operational components are the focus of functional level strategy include manufacturing, marketing, human resources, and finance. Let it suffice that for an entity to succeed, strategic management must include the integration of strategies at all levels (Love & Holt, 2012).

Mello (2016), A formal strategic management process is comprised of the following steps:

- Determining the mission statement and primary goals of an organization
- Assessing the external environment (to identify opportunities and threats)
- Carrying out an internal organizational analysis (to look at the skills, weaknesses, strengths, and competencies).
- Determining precise objectives
- thinking about possible strategic options for achieving the goals and objectives of the organization.
- Implementing some of the options. This includes routinely reviewing all of the aforementioned.

The first five are about making plans for the future, and the last two are about how to put a good strategy for strategic management into practice. Due to a variety of constraints, including a lack of time, resources, or an excessive amount of information, senior management teams may not always adhere to this formal, logical approach when developing organizational strategies in real life. In order to make the most of their limited resources and past experiences, managers may use a more "informal" approach while developing plans. Mintzberg (2008) claims that a formal strategy development approach prompts decision-makers to consider their options before taking action. An informal approach, on the other hand, allows strategy to evolve in response to shifting circumstances (Marchington & Wilkinson, 2008). In order to define performance criteria and to specify anticipated results, management of an organization sets strategic objectives known as organizational goals. The steps to develop a human resource strategy in response to organizational goals include identifying the goals for work performance that will help the company achieve its overall business strategy, thinking about how these goals will affect HR, analyzing the company's internal and external environments to determine where HR excels and where it needs improvement, and finally, coming up with a combination of HR policies that play to HR's strengths while addressing HR's weaknesses. A workforce that is both committed to and competent in reaching strategic performance objectives is the goal of strategic human resource practices (Masaiti & Naloyele, 2011). Connecting individuals with the organization is the focus of Manpower Planning and Development. Planning and development plans for human resources that are integrated with company strategy is what this is all about. Human resource strategies are a company's plans and programs for dealing with and resolving fundamental strategic HR management issues. Aligning an organization's HR policies, programs, and practices with its overall business and corporate goals is the primary focus of strategic HRM. Furthermore, strategic HRM integrates HR with the company and its surroundings, and it bridges the gap between HR and corporate strategy (McPherson, 2008).

Holbeche (2016), The statement asserts that HRM/business strategy integration enhances organizational performance and assists with HR management. HRM/business strategy integration is defined as the greater incorporation of HRM concerns into the formulation of company strategy. Integration enables HR departments to be more innovative, resulting in truly distinctive human resource management systems, in addition to giving businesses a

competitive edge. Human resources are compelled to analyze the types of skills that will be required in the future as part of organizations' future orientation approach to HR. In order to meet these demands, they must then activate important HR functions. Human resources professionals ought to be a part of the management team that is in charge of developing the company's strategy and carrying it out.

Greer (2015) discovered four potential kinds of connections between an organization's business strategy and its human resources function or department: administrative, one-way, two-way, and integrative. Administrative linkage occurs when an organization's human resources role is handled by another figurehead, such the finance or accounts executive, rather than a dedicated department. The HR department is downgraded to a department that sorts through paperwork. Human resource management is only relevant during the implementation phase, hence there is no actual connection between corporate strategy and HRM in this scenario. A one-way connection describes this. Human resource management is an integral part of both the planning and carrying out of a company's strategic initiatives, as shown by the two-way connection. Human resource management forms an integrative connection when it collaborates on company growth on an equal footing with other organizational functional areas.

However, there are three distinct kinds of connections between HR strategies and organizational goals, according to Nankervis, Compton, and Baird (2015): accommodating, interactive, and completely integrated. Human resource strategies that only adhere to organizational plans and meet the staffing requirements of predetermined business strategies are known as the accommodating linkage type. Consequently, HRM is in line with the company's overall business plan. Both the general strategy and the interaction type linking are affected by it. Human resource management plays an important role in the formulation and implementation of strategies for this sort of connection. In this case, the human resources professional is the completely integrated kind; they have many informal and formal contacts across the whole strategy process and are quite active in it. This is a wonderful illustration of human resources development and strategic planning that has been successfully carried out. The possibility of an HRM nomination to the Board of Directors, complete HRM representation at the senior management group level, and active HR staff participation in strategic decisions are all indicators of engagement.

III. RESEARCH METHODOLOGY

The researcher chose a descriptive analytical approach due to the study's nature and objectives. This method contributes to the creation of a knowledge framework by making use of a variety of primary and secondary sources. The purpose of this research was to examine the function of digital leadership in meeting problems and capitalizing on possibilities in the modern technological age (Mello, 2016).

A. Study Population and Sample

Human resource-dependent governmental and commercial entities were the focus of the research. Researchers drew from a pool of managers, HR directors, consultants, and specialists using a random selection technique.

One hundred fifty surveys were sent out, and 126 were returned with valid information. We were unable to analyze 6 replies because of this (Mintzberg, 2008).

Using a five-point Likert scale, the following were the scores assigned to the responses: "Strongly Agree" (5 points), "Agree" (4 points), "Neutral" (3 points), "Disagree" (2 points), and "Strongly Disagree" (1 point). It was possible to evaluate the study's results accurately using this weighted arithmetic mean technique.

Table 1: Gives an Example of the Surveyed Population

Category	Subcategory / Position	Frequency	Percent
Managerial Position	Human Resources Department Head	32	26.7%
	Staff in Charge of HR Strategic Planning	12	—
	HR Managers	12	10%
	HR Consultants or Experts	54	45%
	Others	10	8.3%
Career Experience	Extensive (120-Year Career History)	—	11.6%
	5–10 years	—	16.7%
	10–15 years	—	35%

	At least 15 years	—	21.7%
Industry Type	Aggregate	—	65.0%
	Public	—	42.0%
	Private	—	35.0%
Organizational Staff Size	Under 50 workers	—	13%
	50 to 100 workers	—	37%
	100 to 500 workers	—	38.3%

A comprehensive breakdown of the 120 people who were part of the survey's sample is shown in Table (1). Job title, years of experience, industry, and size of the company by number of people are some of the characteristics used to categorize the sample.

B. Distribution by Job Title

The statistics suggest that senior HR managers make up the majority of participants. The sample is mostly composed of human resources managers (45%), with general managers making up 26.7% of the total. The percentage of human resources consultants and specialists is the lowest at 8.3%, whereas the percentage of human resources department heads and HR planning officers is rather high at 10% and 10%, respectively. According to Mintzberg (2017), this distribution indicates that the research's focus was on participants who had direct control over HR practices within their companies.

C. Distribution by years of work experience

The majority of participants had mid-level professional experience in human resources, as shown by the fact that half of the sample has 5 to 10 years of experience. Additionally, 21.7% of people have ten to fifteen years of experience, but only 11.6% have significant experience, which is defined as fifteen years or more. At 16.7 percent, we find the group with the least amount of experience (less than 5 years). This distribution indicates that there are fewer newcomers and more experienced professionals in the sample, suggesting that professionals with intermediate experience make up the majority (Nankervis, Compton & Baird, 2015).

D. Distribution by sector

Although 35% of participants have public sector jobs, 65% work in the private sector. This discrepancy may be a result of changes in management and employment rules in the private sector as opposed to the public sector, but it also shows how important HR management is to the private sector overall.

E. Distribution by organization size (number of employees)

According to the table, the majority of participants work in medium-sized businesses, with 38.3% working in businesses with 100-500 employees and 36.7% in smaller businesses with 50-100 employees. Only 13.3% of the sample are employed by very small businesses (those with fewer than 50 employees), while 11.7% are employed by major organizations (those with 500 or more employees). Based on this distribution, it seems that the research is mostly concerned with SMEs, since major businesses are underrepresented (Porter, 2006).

F. Validity of the tool

Members of an expert panel with backgrounds in management and applied statistics checked the questionnaire for accuracy and clarity. Before sending it out to the participants in the research, their comments were included into the final version.

G. Reliability of the tool

The questionnaire's consistency and reliability were evaluated using Cronbach's Alpha coefficient. After eliminating questions that had a negative impact on reliability, a final Cronbach's Alpha value of 71% was achieved. According to Purcell (2011), the minimum reliability criterion is 60%, so this number is considered acceptable.

Table 2: Alignment of Job Analysis, Job Description, and HR Needs Assessment with Strategic Goals.

Category	Subcategory / Description	Value
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Response Summary	Strongly Disagree	1.7% (≈2 people)
	Agree	21.7% (24 people)
	Strongly Agree	75.0% (90 people)
	Total Respondents	100% (120 people)
Descriptive Statistics	Mean Response Score	4.70
	Standard Deviation	0.58841
	Neutral Responses	Not specified

The consensus that the HR needs assessment, job descriptions, and job analyses ought to all be in line with the company's long-term objectives is shown in Table 2. The results show that 96.7 percent of the sample liked this activity, with 21.7 percent agreeing and 75 percent strongly agreeing. On the other hand, quite a few people were either unsure (1.7%) or strongly disagreed. According to Richard, Devinney, Yip, and Johnson (2009), there seems to be a substantial consensus among participants, as shown by the high mean score (4.70) and low standard deviation.

Table 3: Displays the Ongoing Determination of Aspects of Responsibility, Competence, and Expertise.

Response Category	Rate of Occurrence	Count (Approx.)	Statistical Notes
Disagreement	1.7%	2	SD: 0.33939, Mean: 40.60
Decline	26.6%	32	—
No Disagreement	75.0%	90	—
Total Respondents	100%	120	—

According to Table No. (3), most participants think that tasks, roles, responsibilities, abilities, and knowledge are always being identified. In particular, 21.6% of the people surveyed agreed, and 75% strongly agreed. Those who were ambivalent or disagreed with the statement were in the minority, with 1.7% each. The consensus and uniformity of view on this subject are shown by the mean score (4.60) and standard deviation (0.73793) (Rogers & Wright, 2008).

Table 4: demonstrates that the hiring procedure is designed to find candidates who are qualified for the position..

Response Category	Recurrence (%)	Count (Approx.)	Remarks
Strongly Disagree	1.7%	2	Two people
Neutral	1.7%	2	
Agree	24.0%	29	"I concur"
Strongly Agree	75.0%	90	Mention of 75203 may be a typo
Total Respondents	100%	120	Based on full sample
Average (Mean Score)	—	—	4.65

It is evident from the data in the table that 75% of the participants are in full agreement that the recruiting procedure guarantees that the workers fulfill the job criteria. Only 1.7% are agnostic, and 20% disagree in some way. The majority of respondents believe that the hiring process meets the position's requirements.

Table 5: demonstrates that the company invests in its workers' professional growth by offering training programs.

Response Category	Count (Approx.)	Percentage (%)	Remarks
Strongly Disagree	2	1.7%	
Neutral	—	21.7%	
Agree	24	20.0%	
Strongly Agree	92	76.6%	
Total Respondents	120	100%	
Mean Score	—	—	4.71
Standard Deviation	—	—	0.58242

In Table No. 5, we can see how employees rate their company's training programs. Almost everyone who took the survey had a good impression of the matter at hand; 92 employees (76.6%) indicated a "strongly agree," and 24 employees (20%) expressed agreement. Only 1.7% of workers were against the plan, and 1.7% were agnostic. A mean score of 4.72 shows

that training programs are well-received by workers. The results are more stable because there is some disagreement, as indicated by the standard deviation (0.58242). According to Simmons, Slutskaya, and Hughes (2012), this demonstrates that the business cares about the professional development of its employees and wants to support their success by providing them with excellent training opportunities.

Table 6: demonstrates that employees regularly receive feedback on their performance from management.

Response Category	Count (Approx.)	Recurrence (%)	Remarks
Strongly Disagree	2	1.7%	
Disagree	—	1.7%	
Neutral	—	1.7%	
Agree	22	17.3%	
Consider	—	9.7%	Possibly reflective response
Strongly Agree	120	76.48%	
Average (Mean Score)	—	—	3.67

According to the data in the table, 94.6% of respondents think that their company gives them frequent feedback on how they're doing as a worker, while 5.4% are unsure or strongly disagree. There is a lot of agreement among participants with minimal variance in their viewpoints, as seen by the extremely tiny standard deviation (0.74848) and the mean (4.67), which means that most people strongly agree with this statement. There was a great deal of agreement among the participants, suggesting that the majority of workers in the company feel they get consistent feedback that is relevant to their performance review (Som, 2018).

Table 7: demonstrates that objectives for cultivating future leaders are well-defined inside the company.

Response Category	Count (Approx.)	Rate of Occurrence (%)	Remarks
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Disagreement	—	1.7%	Mean level of disagreement
Nearly Neutral	—	—	Mean: 4.72, Std. Dev: 0.55281
Get it (Agree)	28	23.3%	Possibly interpreted as "Agree"
No Disagreement	90	75.0%	Interpreted as "Strongly Agree"
Total	120	100%	

As can be seen in Table 7, the vast majority of respondents to the survey, or 98.3%, are of the opinion that the company has clearly established procedures for training future leaders. Precisely 1.7% were in disagreement. This shows that people are happy with the way the company is heading in this route.

H. Translation of the analysis

The distribution of participants' perspectives on the organization's attempts to increase the efficiency of operational procedures is shown in Table 8. The findings indicate that 96.6 percent of respondents concur that the business is making significant efforts to improve operational efficiency, with only 1.7 percent being unsure and 1.7 percent actually disagreeing. The high level of agreement shows that the organization's attempts to enhance operational procedures have widespread support and recognition (Storey, 2017).

Table 8: demonstrates that the company makes good use of its resources to cut down on operating expenses.

Response Category	Count (Approx.)	Rate of Occurrence (%)	Remarks
Disagreement	—	1.7%	Mean level of disagreement
Neutral	0	0%	
Agree ("Get it")	30	25.0%	Possibly interpreted as "Agree"

Strongly Agree	88	73.3%	Almost unanimous
Total Respondents	120	100%	
Mean Score	—	—	4.70
Standard Deviation	—	—	0.55911

Table 8 indicates that the vast majority of participants (73.3%) strongly agree that the organization effectively manages its available resources to reduce operational costs. Additionally, 25% of participants concur, indicating that the organization's resource management and cost reduction efforts are viewed as successful by a significant number of individuals. It's possible that a small number of people believe there is room for improvement in this area given the small percentage of disagreement (1.7%). The average score (4.70) indicates strong general agreement with the statement(Tessember & Soeters, 2006).

Table 9: Demonstrates the Company's Value in Employees' Contributions of Original Thought.

Response Category	Count (Approx.)	Rate of Occurrence (%)	Remarks
Disagree	2	1.7%	Second-level disagreement
Controversy	4	3.3%	Possibly indicates mixed opinion
Consensus	20	16.7%	General agreement
Strong Agreement	114	94.7%	Almost all
Total Respondents	120	100%	Full sample
Standard Deviation	—	—	6.67
Mean Score	—	—	79.212

In Table No. (9), we can see how workers feel about the company's policy on suggestion and ideation submissions. With regard to this strategy, 83 percent of employees "Strongly Agree," and 17 percent "Agree." A meager 1.7% "Strongly Disagree," suggesting that the vast majority of workers are inspired to contribute their own ideas and energy to the company's success (French, 1970).

It is evident that people agree with this approach, as evidenced by the mean score of 4.67 and standard deviation of 0.79 (Yer, 1982).

Table 10: Aims Made by the Company to Get Workers' Objectives in Line with Its Mission.

Response Category	Count (Approx.)	Rate of Occurrence (%)	Remarks
Disagree (June 5)	6	5.0%	Includes specific date reference
Disagree (Second level)	2	1.7%	Second-level disagreement
Consensus	32	26.7%	General agreement
Very Much Agree	86	71.7%	Strong agreement
Total Respondents	120	100%	Full sample
Mean Score	—	—	4.531
Standard Deviation	—	—	0.97919

71.7 percent of those who took part in the survey strongly agreed, and 21.7 percent agreed that the company helps its employees achieve their own goals by coordinating them with the company's overall vision and goals. With only 6.7% of respondents disagreeing, it's clear that the company makes an effort to make sure everyone's objectives are in sync.

IV. STUDY FINDINGS SUMMARY

1. The company places a significant emphasis on job analysis and identification. This entails not only outlining the skills and knowledge required for the position, but also the specific tasks, duties, and responsibilities that employees are expected to perform.
2. In order to accomplish its strategic objectives, the company ensures that goals are regularly and effectively monitored, and individuals' goals are aligned with the organization's vision and objectives.
3. Human resource planning efforts are used to advance the organization's long-term objective.
4. In the friendly work environment of the company, employees are encouraged to offer novel concepts and suggestions.
5. The company's top priority is meeting customers' requirements and expectations.
6. The company puts a lot of effort into managing its resources well, which leads to better operational efficiency.
7. In order to hire the right people for the right jobs, the company employs well-defined plans and standards for employee education and development.

8. These results show that the company is serious about creating a productive workplace where individuals can reach their full potential, the company's strategic goals can be realized, and customers' demands can be satisfied.

V. RECOMMENDATIONS BASED ON THE STUDY FINDINGS

1. **Enhancing Job Identification and Analysis:** Increasing efforts to define and evaluate positions on a regular basis, with an emphasis on updating tasks, responsibilities, and the necessary skills and expertise, is necessary to stay in sync with the ever-changing workplace.
2. **Strengthening Strategic Goal Monitoring:** To accomplish strategic goals, it is recommended to establish efficient monitoring methods. It is essential to stress that individual goals should be in sync with the vision and goals of the organization to ensure harmony between the two.
3. **Enhancing the Role of Human Resource Planning:** By anticipating staffing needs in the future, HRP initiatives may play a larger role in achieving the organization's long-term objectives.
4. **Improving the Supportive Work Environment:** By establishing interactive platforms and providing incentives for creative endeavors, organizations may create a work atmosphere that promotes people to contribute new ideas and recommendations.
5. **Focusing on Meeting Customer Needs:** In order to satisfy the demands and expectations of customers, it is important to perform frequent studies to monitor customer satisfaction and to establish methods for responding quickly to their requests.
6. **Improving Operational Efficiency:** Improving operational efficiency via the use of new technology and providing staff with best practice training should be a continuous goal of resource management initiatives.
7. **Developing Strategies for Talent Attraction and Training:** A clear strategy for recruiting talents that match job needs should be established, with an emphasis on ongoing training and development programs that are in line with well defined objectives and standards.

8. Commitment to Developing an Effective Work Environment: To achieve its strategic goals, satisfy its customers' expectations, and encourage employee development, the firm should keep building an effective work environment.

VI. CONCLUSION

By integrating HR competencies with overarching business goals, strategic manpower planning is quickly becoming an important factor in companies' ability to achieve their success. According to this research, organizations that employ organized workforce forecasting and recruit in accordance with future requirements achieve higher productivity, more congruent objectives, and longer-term development. Effective personnel planning enables proactive management of talent pipelines, reduction of skill mismatches, and adaptation to shifts in the labor market. Nevertheless, a significant number of companies persist in using reactive employment methods, which results in inefficiency and postpones the achievement of goals.

HR analytics and AI-driven talent platforms, according to the study, are technology tools that may assist with better planning and evidence-based decision making. Incorporating line managers into HR planning procedures also improves their feasibility and implementation. Organizations should make manpower planning a primary HR function, backed by data, forecasting tools, and strategic foresight, if HR departments want to be strategic partners. In order to generalize the findings and investigate the influence of digital transformation on workforce planning, future research might broaden the study to include other industries or geographic areas.

A. Limitations of the Study

1. **Small Sample Size:** The research only polled 120 HR experts, thus it may not be representative of the industry as a whole or the world at large, particularly when looking at international situations.
2. **Sectoral Bias:** The results may not be applicable to non-profits and start-ups since most respondents worked for public or private companies.
3. **Data from Self-Reports:** The study relies on respondents responding to surveys and interviews, which may result in response bias or social desirability bias.

4. Limited Time: The study's cross-sectional methodology only captures a moment in time, so it can't really account for how personnel planning affects organizational effectiveness in the long run.
5. The impact of HR technology and analytics on the efficiency of workforce planning is not thoroughly examined in this study. This is due to the fact that it does not go into the ways in which AI, predictive modeling, or workforce management systems impact this effectiveness.

B. Future Scope of the Study

1. **A Longitudinal Approach:** To find out how sustainable manpower planning techniques affect organizational performance in the long run, researchers might use a longitudinal approach.
2. **Cross-Cultural Comparison:** Extending the research to many nations and cultural contexts might reveal both universally applicable methods and difficulties unique to certain regions when it comes to manpower planning.
3. **Sector-Wide Research:** Conducting more specialized research on specific industries, such as healthcare, education, technology startups, or NGOs, may help clarify HR planning strategies and their efficacy.
4. **Using Technology:** Future research should look at how workforce planning's precision and responsiveness are affected by AI-driven recruiting, HR analytics, and digital forecasting tools.
5. **Insights at the Policy Level:** More study may help shed light on the problem of labor-market alignment and provide suggestions for national manpower planning, which is especially important in emerging countries.
6. Sixth, from a behavioral and organizational psychology standpoint, workforce planning might benefit from include psychological factors like organizational change preparedness and employee adaptability.

VII. REFERENCES

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