



INTRODUCTION TO MANPOWER PLANNING AND DEVELOPMENT

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ABSTRACT

This is a theoretical study which examines strategic manpower planning and development practices in organisations.

Manpower is the life of any organisation and therefore, employees are always considered the greatest asset of an organisation. Without a workforce, organisations will not be able to produce results or achieve organisations goals. In spite of the importance of employees to organisations, unwanted employee turnover is one of the biggest and costliest problems that organisations are confronted with.

Apart from losing the costly knowledge base, when employees leave, the organisation will have to reorganize its resources, make adjustments, so that plans and goals will continue and not suffer worse setbacks. Any organisation that is thinly or tightly staffed, losing an employee would cause a major destabilization, increase work pressure, drop in employee morale and in extreme cases, failure in achieving desired results. Hiring a replacement may take some time.

Manpower Planning and Development is emerging as an increasingly important determinant of organisations performance. As organisations evolve, the complexity of the environments within which they operate will cause increased dependence upon the very people making up the organisation. Manpower Planning and development, as affecting organisational performance, is a part of general organisational planning. It should not be seen in isolation but in the context of the growth of the organisation. No nation or organisation can carry out any of its development programmes, without adequate and competent manpower, as qualified manpower serves as a measure of a nation's security and well-being,

KEYWORDS: Manpower, Planning, Development, Organisation, Goals, Employee

1. INTRODUCTION

Manpower Planning and Development as a function of management is highly necessary in the achievement of organisational objectives. It is important to plan for the various resources in the organisation. The various resources like human, material and time need to be organized in order to achieve the stated objectives. It is the function of the personnel to combine the different resources in the right manner to actualize the goals of the organisation. The caliber of the human resources in an organisation determines the success or otherwise of the organisation, in a situation where identical non-people resources in form of finance, raw materials, plants, goods, technology, software and hardware are made available to competing organisations, the differences in economic performance between organisations can be attributed to differences in the performance of the organisations workforce. There are increasing claims that the route to competitive advantage is achieved through people. It then, justifies the rationale to plan for, and develop the personnel in various units of the organisation, in order to achieve the stated objectives.

Organisations are gradually shifting from traditional approaches of Manpower Planning and Development, to strategic Manpower Planning and Development approaches. With the changing business environment, competition, influence of technology, employee's diversity, change of consumer demands and costs of operation, organisations are seeking to fashion much competition between them, taking more market, more

customers, more sales, and more employees. Rapid changes stemming from globalization, advancement of information systems and other factors have caused higher competition. Organisations in developed and developing countries have to adopt Manpower Planning and Development, in order to be competitive (Thite and Russell, 2010).

Strategic Manpower Planning and Development concept has continued to evolve, as scholars seek a consensus on its operationalization in the organisational context (Masaiti and Naluyele, 2011). Despite a common consensus on the universality of strategic human resource management, a number of scholars have tried to view it from different perspectives. Simply put, strategy is a plan of action intended to accomplish a specific goal. It is the direction and scope of an enterprise in the long term period, through which firms meet their objectives in the changing business milieu. On the long run, strategy is the overall plan which defines the purpose and direction of an organisation. A well articulated strategy covers marketing, procurement, finance and human resource.

Strategic Manpower Planning and Development focuses on many issues, including: the integration of manpower planning and development in the organisational management, the fit between human resources management practices and organisational strategic goals, the development of human resource practices to line managers, the involvement of the human resources function in senior management teams, and taking a strategic approach to employee selection, compensation and performance appraisal.

A major feature of strategic manpower planning and development is the role given to the integration of human resource management into business and corporate strategy, the degree to which human resource management issues are considered as part of the formulation of the business strategy. It leads to certain benefits: providing a broader range of solutions for solving complex organisational problems; assuring the successful implementation of corporate strategy, contributing a vital ingredient in achieving and maintaining effective organisational performance; ensuring that all human, technical and financial resources are given equal and due consideration in setting goals and assessing implementation capabilities; limiting the subordination and neglect of human resource issues to strategic considerations: providing long-term focus to the human resource management and helping firm to achieve competitive advantage.

The integration between human resource management and business strategy contributes to the effective management of human resources and an improvement in organisational performance. Integration is the degree to which human resource management issues are considered as part of the formulation of the business strategy. Integration also helps organisations to achieve competitive advantage by creating unique human resource management systems that cannot be imitated by others. And for this integration between human resource management and business strategy to be realized, human resource department should be forward thinking. The human resource related future-orientation approach of organisations, forces human resource to regularly conduct analysis regarding the kind of human resource competencies needed in the future, and accordingly activate core human resource functions to meet such needs. Human resource should also be an integral part of the executive team who is tasked with strategy development and implementation.

2. LITERATURE REVIEW

The word 'strategy' in business signifies how an organisations executive management team leads an organisation in a particular direction in order to achieve the mission, vision, goals and objectives of the organisation. Over the years, scholars and thinkers have defined strategy variously. Porter (2006) defined strategy as a deliberate set of activities that are undertaken to deliver a unit of mixed value. Chandler (2013), the determination of an organisations long term goals and objectives, the adoption of courses of action and the allocation of resources, necessary for achieving those goals Mintzberg (2017), a pattern of a stream of decision taken to achieve the objectives of an organisation. These definitions incorporate crucial elements that are part of strategy at all levels of organisation. A strategy helps an organisation to understand its immediate environment and what it needs to succeed. Understanding the main goals of an organisation helps employees work productively to ensure success. Strategy addresses the organisations weakness and identifies any faults within the organisation through actions, the formulation and implementation of policies and the establishment of a good focus for performance and productivity.

According to Bratton (2017), there are three levels of strategy; corporate level strategy, business level strategy and functional strategy. Corporate level strategy describes the organisations overall direction in terms of its philosophy towards growth and the management of its various units. This, among other things, includes geographical scope, diversity of products and services, acquisitions of new business and how resources are

allocated among the various units of an organisation. Business level strategy, deals with decision and actions pertaining to each business unit of an organisation. The purpose of a business level strategy is to ensure that business units become more competitive in the market place. Although, the business level strategy is guided by the upstream level strategy, the management of a business unit must craft a strategy that is appropriate for its operating situation. The functional level strategy is concerned with operational aspects of each business unit, such as manufacturing, marketing, human resources and finance. Suffice it to say that, in order to achieve success, an entity needs to integrate strategies at all levels, as part of strategic management.

Mello (2016), a formal strategic management process consists of a sequence of steps, which are:

- Establishing an organisations mission statement and key objectives
- Analysing the external environment (to identify possible opportunities and threats)
- Conducting an internal organisational analysis (to examine the strengths, weaknesses, competencies and capabilities).
- Setting specific goals
- Examining possible strategic choices to achieve organisational objectives and goals.
- Implementation of chosen choices.
- Regular evaluation of all the stated.

The first five steps form part of strategic planning and the last two steps deal with the implementation of an ideal strategic management process.

It is worthy of note, that in real life situation, for a variety of reasons, and pressures, such as scarcity of time, resources, or information overload, executive management teams, do not necessarily follow this formal, rational approach, when formulating the organisational strategies. Managers based on their experiences and limited resources available to them, may adopt an 'informal approach to formulate their strategies. Mintzberg (2008), argued that a formal approach to strategy making, results in deliberation on the part of decision makers which results in thinking before action. An informal approach on the other hand, allow strategy to emerge in response to an evolving situation.

Organisational goals are strategic objectives that an organisation's management establishes, so as to outline expected outcomes and define performance standards. A human resource strategy developed in response of organisational goals requires defining the work performance goals needed to support the organisation's overall business strategy, the human resource implications of these goals, diagnosing the organisation's internal and external environment to pin point human resource strengths and weaknesses relative to those goals and designing a mix of human resource policies that exploits strengths and downplays or corrects weakness. Strategic human resource practices are aimed at snapping a work force focused on strategic performance goals and capable of achieving them. This, Manpower Planning and Development is about linking people with the organisation. It is about the integration of human resource manpower planning and development strategies with corporate strategies. Human resource strategies are plans and programmes aimed at addressing and solving fundamental strategic issues related to the management of human resources in an organisation. Strategic human resource management is thus concerned with aligning an organisation's human resources practices, policies and programmes with corporate and business strategies and plans. Moreso, strategic human resource management links corporate strategy and human resource management, and emphasizes the integration of human resource with the business and its environment.

Holbeche (2016), stated that, the integration between human resource management and business strategy contributes to the effective management of human resources and an improvement in organisational performance integration is defined as the degree to which human resource management issues are considered as part of the formulation of the business strategy. Integration also helps organisations to achieve competitive advantage by creating unique human resource management systems that cannot be imitated by others, and for this integration to be realized, human resource departments should be forward thinking. The human resource related future orientation approach of organisations, forces human resource to regularly conduct analysis regarding the kind of human resource competencies needed in the future, and accordingly activate core human resource functions to meet such needs. Human resource should also be an integral part of the executive team who is tasked with strategy development and implementation.

Greer (2015) identified four possible types of linkages between business strategy and the human resource function/department of an organisation; administrative linkage, one-way linkage, two-way linkage and integrative linkage. Administrative linkage refers to a situation where there is no human resource department and another figurehead, such as the finance or accounts executive looks after the human resource function of the

organisation. The human resource department is lowered to a paper-processing role. In this case, there is no real linkage between business strategy and human resource management with human resource management only coming into play during the implementation stage. This is referred to as a one-way linkage. The two-way linkage denotes a mutual situation, here human resource management is involved in both the corporate strategy formulation and implementation stages. The integrative linkage is where human resource management has equal involvement with other organisational functional areas for business development.

On the other hand, Nankervis A., Compton, R., & Baird, M. (2015) identified three types of linkages between human resource and organisational strategies, namely: accommodative, interactive and fully integrated. The accommodative linkage type refers to human resource strategies, simply following organisational strategies and accommodating the staffing needs of already chosen business strategies. Thus, human resource management follows the organisation's business strategy. The interactive type linkage contributes to, and reacts to, overall strategies. For this linkage type, the human resource management is an active contributor to strategy development and execution. The fully integrated type here, the human resource specialist is intimately involved in the overall strategic process in both formal and informal interactions. It is a real reflection of strategic manpower planning and development in practice. The degree of involvement will extend to human resource management being fully represented at the senior management group level and human resource personnel actively participating in strategic decisions and it might even involve a human resource management appointment to the Board of Directors.

Strategic Human Resource Management and Organisational Performance

1. **Universalistic Perspective:** This perspective is built on the premise that the adoption of the ideal group of best practices will generate superior performance, regardless of the circumstances and the industry. It emphasizes that an internal fit between the human resource practices will result in better organisational performance. The 'best practices' approach denotes that organisations should invest heavily in its human resources because they are value assets and the main source of competitive advantage. The universalistic perspective, also referred to as the best practice model, is based on the assumption that there are sets of best human resource management practices, and that adopting these practices lead to superior organisational performance. Scholars have assigned different terms, such as high performance work practices, high involvement work practices and high commitment practices to these best human resource practices.

So much attention has been paid to the universalistic perspective by academics and scholars, a number of disadvantages are associated with both the methodological and theoretical approaches, especially with the twin issues of measurement and methodology, researchers do not agree on how a human resource system should be determined as an integrated and synergetic human resource system, that lead to improved business performance (Delery, 2018). It is worth noting that, only successful and high performing organisations probably consider themselves as taking the 'best practices' approach owing to their excellent results. Another disadvantage is the choice of measures of performance which we commonly narrowly focused on financial criteria. Most studies did not factor the broader issues of employee satisfaction, commitment and wellbeing. It should be noted that researchers are still in doubt about a number of issues regarding research methods, such as data collection, data analysis, and the presentation of results. Moreover, it is often difficult for practitioners and some academics to understand the highly complicated statistical techniques adopted in some studies (Gerhar *et al*, 2016). Many researchers find it challenging to operationalise some of the variables, because, different researchers use different definitions for the various human resource practices.

2. **Contingency Perspective:** This perspective explores the close link between business strategy and human resource management by assessing the extent to which there is vertical integration between an organization's business strategy and its human resource management policies and practices, it does not propose any universal or best human resource policies and practices. The theory depends solely on the organisation's context, culture and business strategy, and is based on the assumption that human resource strategy would only be more effective when appropriately integrated with a specific organisational and environmental context. It lays emphasis on the importance of ensuring that human resource strategies are appropriate to the circumstances of the organisation, including the culture, operational process and external environment. Overall, human resource strategies, have to take the particular needs of both the organisation and its people into consideration. Thus, the impact of human resource practices on firm performance is conditioned by an organization's strategic posture. Purcell, (2011), notes that the contingency theory is limited by the impossibility of modeling all the contingent variables, the difficulty of showing the interconnection between them and the way in which changes in one variable have an impact on others. Though, many researchers adopt the contingency approach criticism is often leveled against it, with

scholars arguing that the approach over simplify organisation reality. Boxall and Purcell (2013), further emphasized the complexity of matching human resource and business strategy by stating the need to keep up with ongoing environmental change.

3. **Configurational Perspective:** This theory gives prominence to the importance of bundling strategic human resource management practices and competitive strategy, so that they are interconnected and therefore complement and reinforce each other. This idea is central on the notion that human resource practices within bundles are interrelated and internally consistent, and have an impact on performance because of the multiple practices. The configurational perspective is built on the assumption that a firm with bundles of human resource practices should have a high level of performance provided that it also achieves high levels of fit with its competitive strategy (Richard and Thompson, 2009). A key theme of the configurational perspective is that individual practices cannot be implemented effectively in isolation (Storey, 2017) and that combining them into integrated and complementary bundles is crucial. The aim of bundling is to achieve coherence when a set of mutually reinforcing human resource practices are developed to contribute to the attainment of an organisation's strategic objectives.

A key feature of the configurational perspective is that, it seeks to derive a set of internally consistent human resource practices that maximize horizontal integration and then link these to a competitive strategy in order to maximize vertical integration and therefore organisational performance (Wilkirison, 2012). Thus, the configuration approach contributes to the strategic human resource management literature in recognizing the need for organisation's to achieve both vertical and horizontal fit through the human resource practices, so as to contribute to an organisations competitive advantage and organisational performance.

Organisational Performance: Organisational performance can be described as the ability of an organisation to reach its goals and optimize results. In today's organisation environment, organisational performance can also be seen as a company's ability to achieve goals in a state of constant change through its workforce. It is one of the most extensively used, yet the most loosely defined dependent variable in many organisational studies (Rogers and Wright, 2008). Both financial and non-financial metrics are used to measure organisational performance. Financial measures include, market share, profit, inventory turnover and productivity, while non-financial measures include customer satisfaction, absenteeism, employee commitment and executive perceptions, innovation, reliability, data storing capability, workflow improvement and skill development. Again, there are two approaches that may be used to measure performance; a subjective self assessment of both financial and non-financial success factors, and an objective assessment based on financial indicators, including profitability or revenue growth, which measures a narrower conception of performance.

Subjective measures of performance are frequently used in strategic research, and have been found to be a reliable and valid measure. Though in small and medium enterprises, performance measurements are difficult and problematic because respondents are hesitant to respond on indicators such as profitability and return on investment. Small and Medium Enterprises are often reluctant to provide their financial data. Even when appropriate measures have been identified, there is still the difficulty of collecting data in small and medium enterprises. Love and Holt (2012) argued that the self-assessment of performance by respondents is more relevant and accurate. Perceived or subjective measures are found to be highly correlated to objective measures. Subjective approach of measuring organisational performance has been widely used in empirical research. Simpson *et al* (2012) proposed that researchers testing performance among privately held firms, should include performance measures, such as market share, sales growth, and profitability.

Strategic Human Resource Management and Organisational Performance: It is generally accepted that this effective implementation of human resource practices leads to higher organisational performance. Ferris (2014) affirmed that firms that implement human resource practices effectively are more engaged in more formalized strategic planning and generally perform better than firms that do not have human resource departments (larger total sales volume). In a related development, David, Chin and Victor (2012) also agreed that there is a positive relationship between effective strategic human resource management implementation and organisational financial performance. Within the context of a developing country, Tessemer and Seoters (2016) preceded to shed some light on the human resource management performance debate, they reported that the successful implementation of human resource practices could enhance organisational performance but that the economic and political environment within which human resource practices operate are not conducive. Som (2015) concluded that a strategic approach to employee selection (innovative recruitment) ensures, a better fit between the persons, abilities and the organisations requirements, leading to improve firm performance. Investments in employee training and incentive based compensation also results in beneficial firm performance.

Strategic Human Resource Management Implementation: The implementation of strategic human resource management, may be hindered by various internal and external factors. Internal factors, are those factors related to events and changes that occur within the organisation. The external factors that may hamper strategic human resource management implementation are those pressures on organisations that cannot be controlled and changed by organisation needs.

Internal factors: These factors include, organisational size, age, changes in ownership, changes in the internal management structure, merges, acquisition and significant downsizing or hiring trends (Zheng and Morrison, 2009).

- **Organisational size:** Organisational size is related to the type of human resource management strategy implemented. Larger firms have more sophisticated human resource systems, they have more workers to control, they spread the costs over more employees and are more image conscious due to their higher visibility. Literature suggest that large organisation adopt more sophisticated and socially responsive human resource practices because they are more visible and are under more pressure to gain legitimacy. Larger firms are more likely to have the resources to employ human resources professionals, who may be more aware of the latest tend in managing human beings, and because of the cost associated with many aspects of human resource management, acceptable economics of scale must be reached before sophisticated human resource systems can be implemented. Small and medium sized enterprises on the other hand, are generally reported to have centralized organisational and managerial practices. McPhenson (2008), suggests that there are large numbers of small firms that do not practice human resource activities but Golhar and Deshpande (2017) did not find any differences between small and large firms in terms of the human resource practices that they adopt. In the same vein, Dessler and Turner (2011) found that large and small firms in Canada are equally committed to employee growth, career growth and development.
- **Firm Age:** Scholars have argued that as firms move through various stages of development, different problems must be addressed, resulting in the need for different management skills, priorities and structural configurations. Commitment human resource systems may be more important in the early stages of business development, and as business grows, more employees need to be recruited and control or traditional human resource systems becomes more important. Firm age may be of an influence on the orientation and implementation of commitment human resource systems, since younger firms tend to be in an earlier stage of development than older firms. Organisational life cycle theory assumes that firms go through a sequence of growth and change, with the process driven by organisational learning and increases in size which is related to a firm aging, which can also apply to human resource management practices. New firms must wok with the resources available to them, and to succeed, they must be able to react and mobilize whatever resources available depending on the various personal, organisational and environmental conditions.
- **Organisational culture:** Organisational culture communicates what an organisation 'believes in' and 'stands for' and it provides employees with a sense of direction and expected behaviour. It comprises of a combination of core values, beliefs and assumption that are widely shared by members of an organisation. This has proven to shape employee's attitudes about themselves, their role and the organisation.
- **Organisational Structure:** A firm's strategy and structure are important in determining and implementing human resource practices organisational structure is a system used to define a hierarchy within an organisation. It identifies each job, its function, and where it reports to within the organisation. There are important structural differences among firms that affect the way in which human resource practices are designed and implemented.
- **Business Strategy:** Organisations record positive performance, when their business strategies and human resource management policies are developed simultaneously firms use different competitive strategies to gain competitive advantage, these strategies are more productive when they are systematically linked with manpower planning and development practices. Organisations can thus improve their environment by making efficient choices about human resource practices that consistently support their chosen strategy.

External Factors: External factors impeding strategic human resource management implementation are those pressures on organisations that cannot be controlled and changed by organisation needs (Kane and Palmer, 2015). These factors include; economic conditions, technology, legislation, workforce demographics, and competitor's action.

- **Economic Conditions:** One of the biggest external factors that influence strategic human resource management implementation is economic conditions or changes. Recruitment and selection strategies have a direct influence on an organisations talent pool. The economic conditions of an organisations current talent pool may affect an organisation's ability to recruit and select potential employees.

- **Technology:** Tiwari and Saxena (2012) posits that, changes in technology pave the way for improved human resource functions, such as recruitment and selection, training and development, performance appraisal, job grading and determining wages and salaries. Technology is argued to have a great effect on the implementation of human resource management practices. This is attributed to the fact that it changes the role of human resource because of high degree of interaction between technology and human resource. Improved human resource functions equate improved employee salaries and wages, since a better skill set is hired.
- **Legislation:** Legislation and regulations have positive impacts on every function and activity of an organisation, provided human resource departments stay within the law and are workplace compliant. It is a norm that the human resource policies of organisations should be aligned to their countries' legislative framework. Changes to regulations influence each human resource department process, including recruitment and selection, training and development, compensation and termination. Government policies and legislation are important for any strategic training and development activities in an organisation.
- **Workforce Demographics:** Literature shows that knowledge of differences in employee demographics help human resource practitioners for the development of their human resource policies and practices, so as to increase their impact on employees on the long run. Workforce demographic (gender, age, ethnicity, occupation, seniority, salary levels, marital and family status) is one of the most powerful forces affecting work and organisations. The age distribution, characteristics, values and expectations of new workforce are remarkably different than that of the past. For instance, the number of women in the workforce has increased significantly, so also the proportion of different ethnic groups. This changing dynamics in the workforce forces human resources department to consider different ways of hiring, attracting and retaining this new set of candidates.
- **Competitor's Action:** Human resources can be a valuable and unique source for competitive advantage. Competitor's action is recognized to have an impact on organisations human resource policies and practices – Organisations may usually react to their competitor's actions by increasing wages and salaries, extending benefits, or offering better social support programmes. Industry or sector characteristics are reported to affect human resource management activities in different ways. Firms which offer low wages or salaries generally employ personnel who have lower levels of skills and abilities.

3. THE ORETICAL INSIGHT

Universalistic Theory: Is also referred to as the best practice model, which is based on the assumption that, there is a set of superior/best human resource model practices, and that adopting them will inevitably lead to superior organisational performance. The universalistic theory developed in the early 1990s by Deleny and Doty, explained the premises that exist in a relationship between the adoption of particular human resource management practices and increased organisational performance. The notion of best practice was identified initially in the early US models of human resource model, many of which mooted the idea that the adoption of certain best human resource practices would result in enhanced organisational performance, manifested in improved employee attitudes and behaviours, lower levels of absenteeism and turnover, higher levels of skills and therefore higher productivity, enhanced quality and efficiency and of course increased profitability (Marchington and Wilkinson, 2008).

Universalistic perspective, maintains that firms will see performance gains by identifying and implementing best practice, irrespective of the product market situation, industry or location of the firm. It is argued that all organisations will benefit and see improvements in organisational performance, if they can identify, gain commitment to and implement a set of best human resource practices. However, the notion of a single set of best human resource management practices has been overstated. There are examples in firms that have very distinctive management practices; distinctive human resources practices which shape the core competences that determine how firms compete. What works well in one organisation, may not necessarily work in other, because it may not fit its strategy, technology or working practices.

Becker *et al* (2011), states that, organisational high performance work systems are highly idiosyncratic and must be tailored carefully to each firms individual situation and specific context in order to provide maximum performance. These high performance work practices will only have a strategic impact. Therefore, if they are aligned and integrated with each other and if the total human resource management system supports key business practices. This approach therefore, ignores potentially significant differences between organisations, industries, sectors and countries.

Contingency Theory: The major proponents of contingency theory are Joan Woodward (1970), Jay Lorsh (1972) and Paul Lawrence (1972). This theory can be seen in the trend of the 1950's and 1960's which considered the impact of the environment in organisational theories. For the contingency theory, otherwise known as best fit human resource management, there are no universal prescription of human resource policies and practices. It is all contingent on the organisation's context, culture and its business strategy. Contingency scholars have argued that human resource strategy would be more effective only when appropriately integrated with a specific organisational and environmental context. Human resource strategies have to take account of the particular needs of both the organisation and its people. It explores the close link between strategic management and human resource management by assessing the extent to which there is vertical integration between an organisation's business strategy and its human resource management policies and practices. The best fit theory emphasizes the importance of ensuring that human resource strategies are appropriate to the circumstances of the organisation, including the culture, operational processes and external environment.

Inherent in most treatments of fit is the premise that organisations are more efficient and effective when they achieve fit relative to when a lack of fit exists. Vertical integration between business strategies or the objective of the business and individual behaviour and ultimately individual, team and organisational performance are at the fore of core models of strategic human resource management. This vertical integration, or 'fit' where leverage is gained through procedures, policies and processes is widely acknowledged to be a crucial part of any strategic approach to the management of people.

A criticism often leveled at the contingency model is that, it tends to over-simplify organisational reality. In attempting to relate one dominant variable to the organisation (for example, compete on innovation, quality or cost) to another internal variable, they tend to assume a linear, non-problematic relationship. Following this approach, strategic human resource management is not the ultimate factor that contributes to improved firm performance, it has to be integrated with other factors and the impact of human resource practices in firm performance is conditioned by an organisations strategic posture. A firms approach to competition depends on, or makes use of the talents and capabilities of employees, then human resource practices would be more likely to have an impact on performance, otherwise, the connection between human resource and performance might be minimal.

Purcell (2011) stated that, this theory is limited by the impossibility of modeling all the contingent variables, the difficulty of showing their interconnection, and the way in which changes in one variable have an impact on others. Boall and Purcell (2013), further emphasized the complexity of matching human resource and business strategy by stating the need to keep up with ongoing environmental change. They viewed a model by Wright (2015) asserting that, strategic human resource management should simultaneously promote fit and flexibility, to cope with the future. However, responding to those external demands may undermine the possibility of achieving internal fit. Models of external fit fail to recognize the needs of employees. More evident in highly competitive markets, business cannot survive without balancing the pressures from social norms, labour laws and critical employee interests. An alignment of business and employee needs is paramount. The best fit approach, also lacks emphasis on the internal context of individual businesses within the same sector and the unique characteristics and practices that may provide its main source of sustainable competitive advantage.

Resource Based Theory: This theory was proposed by Wernerfelt, B. (The Resource-Based view of the firm). Prahalad and Hamel (The Core Competence of the Corporation) and Barney, J. (firm Resources and Sustained Competitive Advantage). The Resource-Based view of the firm is an approach to business strategic management that emerged in 1980s and 1990s. The origin can be traced as far back as Edith Penrose and 'The Theory of the Growth of the Firm' (1959). This theory argues that Human Resource is one of the organisations resources, a subset of which enable them to achieve a competitive advantage and a subset of those that lead to superior long-term performance. Human Resource Management policies may play an important role in building the organisation's human capital pool by developing its rare, inimitable and non-substitutable internal resources (resource based view). According to the resource based view, human resource management policies have a direct impact on employee attributes, such as skills, attitudes and behaviour, the so-called human resource management outcomes, which are subsequently translated into improved organisational performance. (Boxall and Steeneveld, 2010).

A resource-based view of a firm explains its ability to deliver sustainable competitive advantage when resources are managed such that their outcomes cannot be imitated by competitors, which ultimately creates a competitive barrier, resource based view explains that a firm's sustainable competitive advantage is reached by virtue of unique resources being rare, valuable, inimitable, non-tradable, and non-advantage through unique resources

which it holds, and these resources cannot be easily bought, transferred, or copied, and simultaneously, they add value to a firm while being rare (Barney, 2011). Major concerns in resource based view is focused on the ability of the firm to maintain a combination of resources that cannot be possessed or built up in similar manner by competitors. In other words, if the resources a firm employ cannot be easily imitated by another firm or substituted by similar resources another firm employs, the firm can take advantage of this to gain competitiveness not simultaneously pursued by other firm. This translate into valuable resources that are neither perfectly imitable nor substitutable without great efforts.

Duality Theory of Job Satisfaction by Herzberg: This theory was propounded by Fredrick Herzberg in 1959 in his book “The Motivation to Work”. The book was based on interviews conducted with engineers and accountants. The respondents were asked to narrate a story about the event when they went exceptionally bad or exceptionally well. According to those situations, he divided work dimensions in two elements. Motivations and hygiene factors. All those factors that caused exceptionally good feelings wee motivators and satisfying factors; achievement, recognition, work itself, responsibility, advancement, and growth. While recalling about the exceptionally bad events, they responded the following points; administration of the company and its policy, supervisory behaviour, relationship with superiors, working environment, salary and relationship with coworkers, relationship with subordinates, status, personal life, and safety measures, these are the Hygiene factors. Herzberg, related these events with external context of the work, and the motivators deal with the internal mind state.

He compared his theory with traditional approach in motivation that assumes that salary, supervision or company policy leads employees towards higher job satisfaction. According to Herzberg, job satisfaction is not through improving the ten hygiene factors but by escalating the six motivators. Moreover, an absence of the motivator factors will not cause job satisfaction, for example, when employees were not offered recognition or achievement or any other motivator for their work, this will not cause the dissatisfaction of job, yet they are not going to be motivated. The concept parallel to job satisfaction is not job dissatisfaction but no job satisfaction, and similarly, opposite of job dissatisfaction is not job satisfaction but no job dissatisfaction.

Expectancy Theory: The expectancy theory recognizes that there is no universal principle that explains what can motivate everyone. Vroom (1974) developed this theory on the assertion that tendency to act in a certain way depends on the expectation that the act will be followed by a given outcome and on the attractiveness of the outcome to the individual. There are three variables here: Attractiveness; importance that individual employee attaches to the potential outcome or reward that goes with the achievement of that job. Performance reward linkage is the degree to which the individual believes that performing at that level will lead to attainment of a particular desired outcome. Effort performance linkage is the perceived probability by the individual that exerting a given amount of effort will lead to performance.

Vroom’s expectancy theory recognizes hat there is no universal principle that explains what can motivate everyone. However, the county management can motivate staff for good performance with the reward that employee’s desire. They should also facilitate an atmosphere of good performance and good employee/employer relationship.

Objective of the Study

The study examines strategic manpower planning and development practices in organisations.

Implications

The findings from this study will educate management of organisations and the general public on the importance of strategic manpower planning and development, and its impact on corporate performance. Furthermore, it will serve as a resource base to other scholars and researches interested in conducting further research in this area.

Summary, Conclusions and Recommendations

Manpower Planning and Development as a function of management is indispensable in the achievement of organisational objectives and goals. There is need to plan for the various resources, such as human, material and time. It should be noted that, it is the function of the personnel to combine the various resources in an appropriate manner, in order to actualize the objectives of the organisation.

In this globalized era, there are claims that the route to competitive advantage is achieved through people. In a situation where identical non-people resources in the form of finance, raw materials, plants, technology, hardware are made readily available to competing organisations, the differences in economic performance

between organisations can be attributed to differences in the performance of the organisations workforce. In other words, the caliber of the human resources in an organisation determines the success or failure of the organisation.

Manpower Planning and Development can result to a number of benefits to modern organisations that range from: the ability of the organisation to achieve its goals with minimal resistance, employee support of business strategies, it enhances organisational competitiveness, it promotes creativity and innovation among workers, it promotes top management support of plans formulated and enhances cooperation among workers and departmental synergies.

Organisations should therefore pay attention to issues of human resource planning, talent development, job design, knowledge and management, learning and development, employee staffing and retention and training and development.

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