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# A study on “Emerging workforce planning in tertiary sectors” in Bengaluru

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### Abstract

The necessity of the proactive planning of workforce is vital. A speedy transformation in technology and intense globalization is compelling the corporations to change its strategic approach towards planning of its workforce. This paper focuses on emerging workforce planning process and its elements in tertiary sectors. Workforce planning helps to identify the competencies of existing talent, matching the prevailing talent with the vacancies in the organization and acquiring right talent to avoid excess or inadequate talent. Thus, proper process of workforce planning will ensure right sizing of workforce and avoids mismatch of workforce. It identifies skill gaps if any and also avoids need for downsizing of employees.

**Keywords:** Work force planning, diversity planning, talent, job description, critical role

### Introduction

Prime mission of work force planning is to recognize the organizational requirement of workforce. This is the preliminary step and plays a noteworthy element in achievement of the entire technique of talent control. Workforce planning entails process analysis, job description and job specification which guides decision regarding qualification, expertise and talent required of the potential candidate for the process and assessing the competency of current body of workers and matching them to the existing vacancies in the company.

Workforce planning isn't any headcount based hiring, it's miles now broadened to include spotting important talents, key role and responsibilities and estimating current and future requirement for those roles. Workforce planning must be constant and aligned with organizational goals.

According to hr.nih.gov, Workforce Planning is the “process of analysing, forecasting, and planning workforce supply and demand, assessing gaps, and determining target talent management interventions to ensure that an organization has the right people - with the right skills in the right places at the right time - to fulfil its mandate and strategic objectives”.

Workforce planning leads to competency based management. Competency based management involves knowing talent requirement and existing skill deficiencies, corresponding performance to needs and line up the accurate people with precise skills to the correct roles - John Zappe on July 15, 2010:

Despite of significance of workforce planning, most of the organizations do not have workforce planning in place. Work force survey held in 2004 by IPMA-HR revealed that 63% of the organizations surveyed did not have workforce planning of any kind.

In present day's ever changing, difficult and aggressive commercial business environment, business heads have opted talent pool as a significant device for its sustenance. But procuring right talent is the biggest challenge in present scenario. Top management and HR executives have understood the relevance of TM in realizing present / future organizational dreams. They are rethinking and focusing at the methods and approach of dealing with talent associated problems and challenges. Rapid boom in tertiary sector has brought about huge demand for talent. Increased call for expertise has precipitated job hopping of talent and poaching of talent by rivals. Managing issues, associated with talent is a major concern for corporates. Workforce planning, Sourcing and improvement of talent, their engagement, managing their performance, planning of succession and retention of current / newly acquired talent are the array of challenges confronted by corporate sector. Armitage<sup>[1]</sup> opined that while workforce planning has been around for many years, it's still considered a young science; many companies still are building it.

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She added that strategic workforce planning should be distinguished from planning that is merely operational or tactical, in which case it is “not really aligned with strategy and business goals. Castellano<sup>[2]</sup>, through his study suggests that the employers by matching highly skilled, high-performing talent to certain tasks or projects, scaling their staff up and down as per requirement, change the blend of available skill, compress their time taken to market, and amplify organization’s ability. Companies can also trial new hires on a provisional basis before appointing them as permanent employees through contracting labor.

Kathryn F Shen<sup>[3]</sup> explains that present-days, work force strategy is an developing practice intended at toning people to jobs that ally with significant business necessities and with employees talents & skill sets. Current models of work force planning consist of an environmental scan, a work force profile, and assessment of skills the business needs and strategies to be followed to fill the spaces.

Achim Mossmann<sup>[4]</sup>, elaborated that employers are complaining about difficulties in spotting the right people for vacancies and are worrying about holding their key talent.

Sarah S. Fallow and Tracy M. Kantrowitz have in their research found that -11% of respondents believe that the social media data is crucial to hiring decisions – lesser than 25% of respondents believe that, their employers have clear idea of “Work force potential “and lesser than half believed that, objective data is used to take decision about their work force. Less than half believe that, their organization use talent data to propel business decision.

Lisa Marsh<sup>[5]</sup>, Man powers survey on the global labour market revealed that –eight out of ten employers responded in the survey are taking steps to develop their pool of talent and access the skills that drive business results. One out of five organizations, are not doing anything to rectify skill gaps.

Dr. John Sullivan<sup>[5]</sup> suggests recruitments to be adoptable to change and enlarge its competencies into fields that amplify its importance through hard times. Recruiters should assist in the in-house relocation of personnel, retention, employment branding or in helping with layoffs and out placements.

### Research Design

The design of the study is descriptive and analytical in nature. The study is carried out to analyze and describe the emerging workforce planning practices in select corporate sector. The research provides results both from quantitative and qualitative method.

The results of the study were extracted from primary and secondary data collected for the purpose of the study.

Literature review of secondary data sources relevant to the

study was undertaken. In order to supplement the primary data, secondary data was collected.

### Statement of the Problem

Managing talent is an art. The one who masters this art, conquers the business empire. Managing talent is crucial for the sustenance and success in business. Employers across the world have realized the significance of talent management and thriving hard towards the same. But despite of giving much importance to various aspects of talent management, are experiencing paucity of talent, mismatch of talent, skill gap, excess or inadequate workforce in their organization. Organizations in order to overcome these glitches, are looking up to workforce planning. Hence the study focuses on emerging workforce planning in tertiary sector, its elements and role of different authorities in the process of workforce planning.

### Objective of the study

- To assess the respondent’s perception towards involvement of different authorities in the process of workforce planning.
- To study the respondent’s perception towards varied elements of workforce planning evolved in select tertiary sector.

### Data collection

The study has been performed on the basis of primary and secondary records. Data were gathered using qualitative and quantitative measures. Data for this research has been obtained from top and middle level managerial executives of corporate sectors belonging to tertiary industry, located in Bangalore urban through a structured questionnaire and unstructured interview of HR executives.

For assessing the emerging workforce planning practices and its effectiveness, primary data was gathered through questionnaire from 250 respondents. Questionnaire was either self-administered or sent through e-mail. Respondent’s opinion was assessed through completed questionnaire which had different pattern of questions’

### Data Analysis and Interpretation

#### Workforce planning process

Workforce planning is highly crucial for an organization. An effective workforce planning ensures right size of work force in a business entity. Descriptive study is involved to identify the parameters required for workforce planning.

#### Respondent’s perception towards Workforce planning process

**Table 1:** Authority Responsible for Workforce Planning

| Responsible for manpower planning  | Frequency(f) | Percent (%) | Cumulative Percent (%) |
|------------------------------------|--------------|-------------|------------------------|
| Top Management                     | 62           | 24.8        | 24.8                   |
| Heads of Department                | 81           | 32.4        | 57.2                   |
| Human Resource/Personal Department | 104          | 41.6        | 98.8                   |
| External Agency                    | 3            | 1.2         | 100                    |
| Total                              | 250          | 100         |                        |

(Source: field data)



Fig 1: Authorities Responsible for Workforce Planning

Out of 250 respondents major part of respondents that is 41.6% perceived that HR is responsible for workforce planning. Only 1.2% opines that external agency is responsible for workforce planning. 24.8% of respondents and 32.4% of respondents perceive top management and, heads of department as responsible for workforce planning. The inference drawn from this is that HR Plays vital role in work force planning.

**Elements of workforce planning**

The response towards the elements of workforce planning is depicted in Table 2.

Table 2: Perceptions of Respondents towards Elements of Workforce Planning

| Variables  | Strongly Agree (A) (S.A) | Agree (A) | Neutral | Disagree (A) | Strongly Disagree (S.D) (A) | Total |
|--|--------------------------|-----------|---------|--------------|-----------------------------|-------|
| Periodical planning of work force requirement.                         | 141                      | 98        | 9       | 2            | 0                           | 250   |
| Job description.   | 73                       | 167       | 10      | 0            | 0                           | 250   |
| Determining the skill/talent required to perform the job to be filled. | 142                      | 97        | 11      | 0            | 0                           | 250   |
| Matching the existing employees with the vacant positions.             | 65                       | 159       | 22      | 4            | 0                           | 250   |
| Diversity (Employees from different streams) planning and inclusion.   | 31                       | 116       | 29      | 72           | 2                           | 250   |
| Critical (important) role/ position identification.                    | 65                       | 157       | 24      | 0            | 4                           | 250   |
| Total  | 517                      | 794       | 105     | 78           | 6                           | 1500  |

(Source: field data)

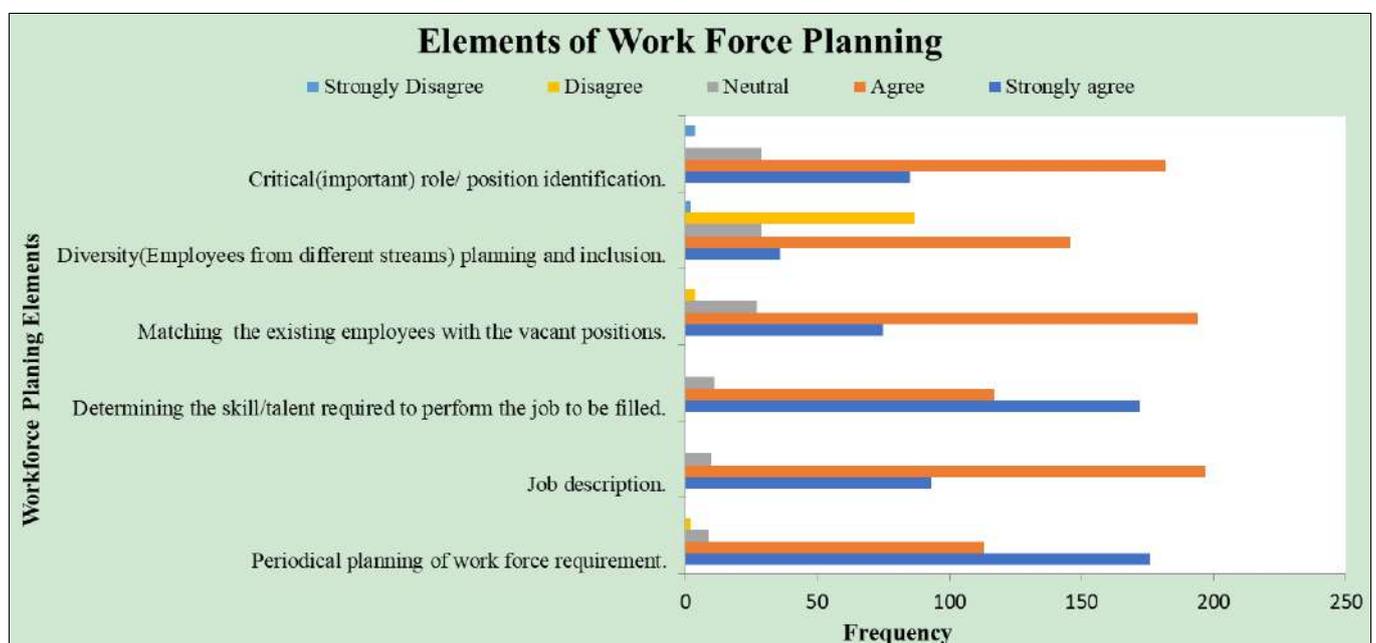


Fig 2: Perception of respondents towards elements of workforce planning

Out of 250 respondents with six determinants to evaluate opinion about elements of Workforce planning, major part of respondents Agree (A) the determinants two, one, three, four and six as the key elements of workforce planning in their organization. From the graph it is evident that diversity planning and inclusion is not considered as important as other elements of workforce planning.

**Findings**

- HR is playing significant role in Workforce planning.
- Top Management and departmental heads are playing moderate role in planning work force.
- Role of external agency in workforce planning is not

considerable.

- Diversity planning and inclusion which is essential for performance enhancement of employees, is not given much scope in workforce planning.

**Suggestion**

Top management and departmental heads must play crucial role in workforce planning, so that they can identify the requirement of talent and skill gap if any in the organization and also avoid excess or inadequate workforce in their organization and ensure right talent at the right time and right place. It is essential to involve external agency or consultant in

workforce planning, as they would give better guidance and suggestion towards optimum utilization of existing talent, matching the present talent for the future needs of the organization, and better means for acquiring required talent. In swiftly changing business world diversity planning and inclusion is the need of the hour, and hence corporate sectors have to give due consideration for diversity planning and inclusion.

### **Conclusion**

Under the new business environment, characterized by cut throat competition, paucity of talent, confrontations for talent, it is advisable to possess the right talent. Possessing right talent requires, opt planning of workforce required for the present and future needs of the organization. Hence Organizations have to involve all levels of management in the process of workforce planning and do not undermine the significance of different elements of workforce planning.

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