

## IMPORTANCE OF MANPOWER PLANNING IN HEALTH CARE SECTOR OF WEST BENGAL – A LITERATURE REVIEW

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### Abstract

Manpower planning or Human resource planning is one of the main human resource practices in health care industry. This fills in as the most dependable stage for characterizing the manpower their current status and gives them the endeavour towards their evolution. Deficiency of suitable HR planning is a significant factor in the wasteful utilization of the health care facilities. The motivation behind this paper is to look at the significance of manpower planning to the organization in West Bengal by assessing some of the literature reviews on manpower planning. This paper audits the literature related with human resource planning and it centres around the goals of manpower planning, the procedure of human asset planning and significance of the same to the organisation. The benefits and challenges of manpower planning are highlighted in this paper to discuss the urge of planning the manpower for the providence of health care facilities. It will reflect the necessities of the organization's workforce as indicated by the disciplines and genuine necessities, and characterize ways of tying down these necessities to empower the human as resource to accomplish its objectives and execute its exercises productively furthermore, successfully. The study will discuss how manpower planning serves as a tool to align all the activities within the organization and is fundamental allowing the forecaster to react on time to the changing prerequisites of every health care market being the genuine, strong, simple to manage.

*Keywords: Human Resource Planning/Manpower Planning, Manpower, Health care Industry*

### Introduction

Manpower Planning is basically the most common way of getting the quantity of qualified workers and look to put the right representatives in the perfect occupation at the ideal time, so that an organization can meet its targets. Human Resource Planning has a significant spot in the field of industrialization. Human resource planning and improvement centers around the recruiting, preparing and maintenance of representatives to accomplish strategic objectives. This incorporates examining the current manpower and contrasting it with future work needs. Human resource planning and improvement examines the capabilities or capacities that exist inside the current labor force. Then it compares with the need of competencies in the future. These competencies are set on the basis of the strategic plans and their relation with the organization's goals. After contrasting present and future capabilities, shortfalls and surplus are uncovered.

Manpower is the most significant asset for conveyance of health care facilities. In West Bengal, numerous numbers of health care institution are available both private and government with equipped manpower and amenities. Health manpower alludes to individuals who are prepared to endorse wellbeing, to prevent and cure illnesses, and to restore the sick ones. Competent manpower is the only key through which the services can get directions and can result in effective health care system. Different kinds of labor expected to do as such are doctors, nurses, drug specialists, lab experts, radiologists, health care workers, Anganwadi workers, Auxiliary nurse midwife (ANM), accredited social health activists (ASHAs), skilled dais, etc. Lack of these manpower can lead the efforts of health care in vain so it becomes really important to plan manpower accordingly as per the needs of the organization for the betterment of the same and the society.

### **Literature Review**

According to Bulla and Scott (1994), human resource planning is an interaction for guaranteeing that the human asset necessities of the association are recognized and designs are made for fulfilling those prerequisites. Manpower planning incorporates making a business brand, maintenance system, challenging management procedure, adaptability methodology, strategy of talent management, recruitment and selection procedure. The process of planning for the best practice organizations not just characterize what will be refined inside a given time period, yet in addition the numbers and sorts of HR that will be expected to accomplish the characterized business objectives (e.g., number of HR; the necessary abilities; when the assets will be required; and so forth).

Michael (2006) fought that, the points of human asset arranging in any association will generally rely upon its unique circumstance. The reason for human asset arranging is to gauge hierarchical requirements for representatives considering the inward and outside supply of work to meet staffing necessities; that is, recognizing the gap between what is required and what is accessible (Santos, Zhang, Gonzalez and Byde, 2009). Mursi (2003) hypothesized that manpower planning is a course of directing exercises identified with the HR the board. It is a process that put one organization in appropriate spot by having the right number and wanted human asset that meets the purpose of the organization (Jahanian, 2009).

Speamerfam (2011) portrays that recruiting the best ability for the association is the work of HR division. Huge measure of preparation is needed for this to put alluring promotion to draw in skilled up-and-comers. A while later, sets of expectations and occupation determinations are advanced to give subtleties pertinent to the work, the obligations to deal with in a specific work, required capabilities, specialized and other required abilities. In human asset arranging, turnover pace of workers is additionally estimated. Finally, interviews are done and applicants are chosen to whom preparing is given with the goal that they direct the entirety of their work exercises well indeed. This successful working rouses the representatives and lessens the turnover pace of workers. Additionally, the regulatory exercises of HR division like execution examination, representative pay the board need legitimate arranging and the executives of the relative multitude of capacities.

Human resource planning catches all activities including continuous environmental examining furthermore, auditing of authoritative procedures, targets, and strategies to guarantee that the right quality and amount of human assets are accessible when and where they are required. (Randhawa, 2007). Dessler, (2001) believed that

human asset arranging is a continuous interaction that isn't static including many interrelated exercises which should be adjusted and refreshed as conditions require.

A review named "The importance of human resource management in healthcare: a global context", Kabane and Orchard (2006). The point of this review is to show the medical services framework in worldwide setting and significance of HRM to further develop health outcome of patients in the delivery of health care services. Study took secondary sources of data into account for information assortment. Study proposed that management of human resources is vital in giving quality care.

According to Ahmad.S(2019), Human resource planning is important to guarantee the skill and adequacy of association. Human asset arranging encounters a profound effect on working environment execution in anticipating future interest of business just as biological parts that assistance to oversee human asset necessities while required. Holding a required amount notwithstanding equipped staffs inside association helps to accomplish association's prosperity. There is need that human asset chiefs should carry on to appreciate and rehearse human asset arranging in their foundations as it coordinates to powerful just as productive fulfilment of the foundations results.

Manpower planning exercises are altogether reliant. A positive strategy to put human asset arranging upon the essential perspective is that we should plan the assorted exercises of human asset including staffing, preparing and advancement, execution the management framework alongside input, pay in more common-sense way so they might experience the presence needs of our objectives then induce openings to be more responsive to the instable circumstance the association might meet in future. Ogunrinde (2001) assessed the utilization of human asset arranging also its connection with work environment execution moreover saw that working environments occupied with human arranging performed prevalent than those that did not effort. All things considered, human asset arranging fosters a sound effect on hierarchical execution in anticipating impending interest of exchange and climate which helps to manage human asset request when required.

## Objectives

1. To analyse the importance of manpower planning in West Bengal.
2. To analyse what are the benefits and drawbacks of manpower planning prevailing in the society.
3. To understand the challenges upcoming while the manpower planning process.
4. To understand the reasons or the factors affecting the availability of manpower in health care industry.
5. To understand the measures for minimization of imbalances caused due to non - availability of human resources in the field of health care.
6. To analyse the current scenario of manpower in health care market.
7. To understand the requirements of manpower in health care industry and to bring modifications in future.

## Methods

In order to satisfy the objectives of the study secondary data was used for depicting the importance of manpower planning in health care sector of West Bengal which has been theoretically described by literature review. For reviewing the literatures some relevant journals, book chapters and articles were considered.

## Discussions

Manpower planning is a consistent interaction instead of a one-time affair. It attempts to keep the organization provided with required and competent individuals when they are requested. Besides, human resource planning is a course of realizing that what sort of individuals ought to be selected to guarantee the quality exhibition of the industry under study. It attempts to guarantee that the necessary ability is to keep up with in accordance with organization's mission, vision and strategic goals.

### Objectives of Manpower planning-

- Recruit, hold and limit the turnover of human resources in health care industry.
- Ensuring maximum usage of staff.
- Evaluating future prerequisites of the association.
- Deciding enlistment sources.
- Determining training prerequisites for the personnel advancement and organization improvement.
- To improve the guidelines, abilities, information, capacity, discipline

### Importance of Human Resource planning-

Human resource planning targets satisfying the destinations of manpower necessity. It assists with preparing the selected assets for the useful exercises. The importance of HR planning are as follows -

- **Future Manpower Needs:** Manpower arranging guarantees that individuals are accessible to keep the smooth operations within an organization. That is to say, human asset arranging is viewed as an instrument to guarantee the future accessibility of personnel to carry on the authoritative exercises. It decides the future necessities of labor as far as number and kind.
- **Efficient usage of personnel:** Efficient management of work force's turns into a significant capacity in the industrialization universe of today. Setting of larges cope ventures require the management of large amount of manpower. It tends to be successfully done through staffing function.
- **Adapting to Change:** Human asset arranging is imperative to adapt to the change related with the outer ecological elements. It surveys the current HR through HR stock and adjusts it to evolving innovative, political, socio-social, and monetary powers.
- **Enlistment of Talented Personnel:** Another reason for HR arranging is to enlist and choose the most fit staff to fill work opportunities. It decides human asset needs, evaluates the accessible HR stock level lastly enrol the work force expected to play out the work.
- **Improvement of Human Resources:** Human asset arranging distinguishes the expertise prerequisites for different degrees of occupations. Then, at that point, it puts together different preparing and improvement missions to grant the necessary expertise and capacity in representatives to play out the assignment productively and viably.
- **Motivation:** Staffing capacity not just remembers putting right people for right work;however, it additionally contains persuasive motivational programmer, i.e., motivating force intends to be outlined for additional support and work of representatives in a worry. Hence, a wide range of motivation plans turns into a fundamental piece of staffing capacity.

- **Better human relation:** A concern can settle itself if human relations create and are solid. Human relations become solid box compelling control, clear correspondence, successful oversight and initiative in a worry. Staffing capacity likewise cares for preparing and advancement of the work power which prompts co-activity and better human relations.
- **Higher efficiency:** Productivity level increments when assets are used in most ideal way. higher efficiency is an aftereffect of least wastage of time, cash, endeavours and energies. This is conceivable through the staffing and its connected exercises (Performance examination, preparing and advancement, compensation).
- **Identifies Skilled Manpower:** It also helps to identify the available talents in a concern and accordingly training programmes can be chalked out to develop those talents.
- **Growth:** It helps in growth and diversification of business. Through manpower planning, HR can be promptly accessible and they can be used in best way.

#### **Process of manpower planning-**

- **Surveying Human Resources:** The evaluation of HR starts with ecological analysis, under which the outer (PEST) viz. political, economic, social and technological and internal (objectives, assets and construction) are examined to evaluate the right now accessible HR stock level. After the investigation of external and internal forces of the association, it will be simpler for HR planner to discover the inward qualities just as shortcoming of the organization in one hand and opportunities and perils on the other. Besides, it incorporates a stock of the manpower and abilities currently accessible inside the organization and a complete job investigation.
- **Forecasting manpower for the future:** Once the variables influencing the future manpower conjectures are known, arranging should be possible for the future manpower necessities in a few work units. An appropriate estimate of manpower needed in future say, after one year, two years and so on should be endeavoured It is done to meet the future staff prerequisites of the association to accomplish the ideal degree of yield. Future human asset need can be assessed with the assistance of the association's present human asset circumstance and examination of hierarchical plans a technique. It will be important to play out a year-by-year investigation for every significant level and type.
- **Thriving employment programs:** Once the current stock is contrasted with future estimates, the work projects can be outlined and grown accordingly, which will incorporate enrolment, choice strategies and arrangement plans. Occupation examination is the subjective part of manpower necessities since it decides "what is the quantum of work which a normal individual can do on their job in a day". It works with division of work in to various positions.
- **Configuration of training programs:** These will be founded on degree of enhancement, development plans, advancement programmes, etc. Training programs rely on the degree of progress in innovation and progression to occur. It is additionally done to enhance the abilities, capacities, information on the laborers. Preparing is fundamental for new workers as well as for old representatives for working on their presentation. Additionally certain development programs must be contrived for improvement of administrative staff. The abilities of representatives are not completely useful without a deliberate program of training& advancement.

- **Action plan:** It is the last period of human resource planning which is worried about excess and deficiencies of human asset. Under it, the HR plan is executed through the assignment of various HR activities. The significant exercises which are needed to execute the HR plan are recruitment, determination, placement, training and improvement, socialization and so on. At last, this progression is trailed by control and assessment of execution of HR to check whether the HR planning matches the HR destinations and arrangements. This activity plan ought to be refreshed by change on schedule and conditions.

#### **Challenges of Manpower Planning-**

- **Inaccuracy:** Manpower planning includes anticipating the interest for and supply of HR. Projecting labor needs throughout some stretch of time is hazardous. It is unimaginable to expect to follow the current and future patterns effectively and convert something very similar into significant activity rules. Longer the time skyline, more noteworthy is the chance of mistake. Error increases when departmental conjectures are only accumulated without basic audit. Factors like absence, work turnover, trending changes in demand and supply, external pressures, technological changes and a large group of different components might transform the rest manpower into decorative pieces.
- **Vulnerabilities:** Innovative changes and market variances are vulnerabilities, which fill in as requirements to human asset arranging. It is hazardous to rely on broad assessments of manpower notwithstanding quick changes in climate.
- **The Game of Numbers:** In certain organizations, human asset arranging is utilized as a numbers game. There is an excessive amount of spotlight on the quantitative viewpoint to guarantee the progression of individuals all through the association. A particularly selective center surpasses the more significant measurement, i.e., the nature of HR. HR planning suffers most if exorbitant spotlight were laid on the quantitative angles. The quality side of the coin (comprising of worker inspiration, resolve, profession possibilities, training approaches and so on) might be limited completely.
- **Representatives Resistance:** Employees and worker's organizations feel that because of broad joblessness, individuals will be accessible for occupations as and when required. Also, they feel that human asset arranging expands their responsibility and controls them through efficiency haggling.
- **Resistance by Employer:** Employers may likewise oppose human asset arranging feeling that it expands the expense of manpower.
- **Absence of Purpose:** Managers and human asset experts don't completely comprehend human arranging interaction and do not have a solid feeling of direction.
- **Time and Expenses:** Manpower arranging is a tedious and costly exercise. A decent arrangement of time and cost are associated with information assortment and estimating.
- **Absence of Education and Skilled Manpower:** The degree of ignorance and the sluggish speed of advancement of the talented classifications represent low efficiency in representatives. Low efficiency has suggestions for manpower planning.

## Implications

Human resource planning is an essential sub activity of work. It immensely influences the organization so it needs to be finished with extraordinary concern. The manpower planning should be adequately adaptable to address the current staffing difficulties while adjusting to changing conditions over the longer time. The organizer of HR should know about the corporate targets. The individual records should be finished, modern and promptly accessible for the successful HRP. Different key achievement factors arise that unmistakably influence medical services practices and HR the executives. Legitimate administration of HR is basic in giving a top notch of medical care. A pull together on HR management in medical care and more exploration are expected to foster new strategies. Compelling HR management systems are incredibly expected to accomplish better results from and admittance to medical services all throughout the world and so for West Bengal.

In West Bengal the status of manpower planning is very challenging to manage because of the non- availability of accurate and skilled personnel at right place and if its available there must be some forces which abide them from utilization of their skills maybe internal or external. Therefore, Manpower planning here becomes really crucial to meet the requirements of the health care delivery system as well as for the society.

## Conclusion

The countries of the world have concurred that health care wellbeing is one of the basic privileges of each person without qualification of race, religion, political conviction and financial or social condition. As per a report on September, 2011 there were 9,865 normal ANMs and 6,088 Second ANMs in the state, showing deficiency of such attendants. The wellbeing place nearest to the local area is the PHC, which ought to be set up for each 30,000 population (20,000 populaces in tribal, bumpy and in backward regions). The PHC ought to have two specialists and four GNMs to give OPD and nonstop IPD administrations with offices for typical conveyance and lab for a couple of routine tests. In any case, the quantity of PHCs and administrations conveyed is a long way from sufficient. There are 922 number PHCs out of which just 248 had beds (for the most part 10 beds or even less now and again) and worked nonstop as toward the finish of March 2011 and the rest PHCs had no beds and, subsequently, gave just OPD administrations.

According to GOI standards there ought to be one Community Health Centre (CHC), which is comparable to the RH and BPHC of the state, for each 1 lakh to 1.2 lakh populaces. In this manner the 18 CHC (RH/BPHC for West Bengal) should fill in as the reference place for each four PHCs and is considered as the principal significant remedial wellbeing specialist co-ops tending to 80% of all infirmities needing out-patient administrations or hospitalization. First degree of referral services for treatment by expert specialists is called secondary medical care administrations. State General Hospital, Sub Divisional Hospitals and District Hospitals are the foundation of secondary health care services with different expert administrations. Such medical clinics additionally give the majority of the ordinary diagnostic administrations. There are 16 District Hospitals (total number of beds - 7,270), 45 Sub Divisional Hospitals (absolute bed - 8,296) and 26 State General Hospitals (total bed - 2,454). Sicknesses requiring severe investigations and consultations by expert specialists are called tertiary consideration and such administrations are given by the Medical College Hospitals also, other instructing clinics. Those medical clinics additionally give significant reference administrations to the provincial

individuals but these all are far away from sufficient for the providence of health care services. These facts and figures show the dire need of manpower and availability of beds for administering care to the people of West Bengal. To be sufficient a huge amount of manpower is needed to serve the responsibilities of health care delivery system in West Bengal. But due to non-availability of such skilled manpower a deficit is observed in the health care delivery system. The shortage of skilled manpower can only be solved by proper implacability of manpower planning for any organization such as health care industry.

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