

Strategic planning and factors affecting the Selection of Manpower strategy Study on Production, Industrial and Service Institutions

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Abstract

This study examines the relationship between strategic planning and the selection of labor in industrial, manufacturing, and service organizations. Surveys were employed in the cross-sectional research for the study. The results of this study add to the body of knowledge about strategic planning and its effects on institution efficiency with regard to production and services, both directly and indirectly. The preparation of strategies and personnel selection have a major impact on production and service quality, as shown by an analysis of the replies from 500 participants.

Keywords: *Surveys, Production, Manufacturing, Planning.*

Introduction

Every institution or organization, no matter how big or small (private or public, service-oriented or productive and industrial), needs to follow certain processes and phases in its work, including strategic planning.

The aforementioned processes and steps relate to the workforce's selection and the institution's need for effective human resource management to meet the problems associated with getting to find workers with the necessary experience to work in light of the rapidly evolving financial circumstances and advances in science that affect all facets of life (mechanical, electronic, health, educational, and even military... etc.).

The development of non-traditional options for options in the work of organizations and companies, which required handling human resources with a long-term view grounded in strategic planning, seemed to be outpacing manpower management in its current form in the face of these increasing issues. In addition to creating plans to mitigate market risks and alter global circumstances, hiring personnel with the right experience will help the business fulfill its objectives and compete for higher market shares.

Even though the current economic crisis brought about by the conflict between Russia and Ukraine may only last temporarily, it has brought to light the necessity of competent human resource management for nations that rely on imports of food, fuel, and other necessities. Many Arab countries, for instance, import wheat, which their citizens depend on for daily consumption and which is further processed into flour and other products. In these situations, companies and organizations need employees who can avoid shortages of goods and foodstuffs and find other sources to meet their needs.

Thus in our research we will tackle the topic of strategic planning and emphasize its significance, as well as the effective planning of the workforce and the role that the handling of human resources plays in achieving of the institution's goals.

Research Problem

As a result of the severe shortcoming in preparing the human element in developing countries, which is one of the most prominent problems facing comprehensive development in them, the shortage of qualified manpower and necessary for the needs of various productive, industrial and service projects, and plans for

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economic and social development and the spread of illiteracy in them, and the inability of the various education and training systems to provide Facing the growing demands on it, as well as its inability to satisfy the state of the national economy. They are all obstacles to those nations that are attempting to achieve comprehensive and sustainable development goals. According to this perspective, manpower planning is among the most significant management concerns that contemporary management theories emphasize, and it obviously affects how companies operate as a whole.

Strategic workforce planning is the proactive administration of positions and competencies, it is a human resources method that includes developing, putting into effect, and monitoring procedures and policies with the goal of anticipating and closing the gaps between the organization's staffing needs and its skill set. The skills evaluation is one of the techniques used in the Strategic workforce planning. It includes two distinct components: the career path of the employee and the collective (HRs as strategic resources in and of themselves) (Jalil:2016,p.p 430-438). This study sought to show that the processes and procedures of strategic workforce planning help in the management of skills, prevent layoffs by addressing issues early, and guarantee employees' employability.

Thus, this paper poses the following questions: "What is a skills evaluation, how is it developed, and how does it relate to strategic work force planning?"

This outline of this research is provided in two chapters. First, we will go over terminology, steps, tools, and general information about strategic workforce planning. Next, we will address the justification for the efficacy of the skills assessment and its methodology. We will begin by discussing the following question:

What effect does strategic planning have on the workforce recruitment strategy and how does it affect the production of goods and services?

The Study Hypotheses and Questions

The main assumption of the study is "strategic workforce planning that positively affects the workforce selection strategies in production, industry, and service institutions." The transparency of the organization's goals, its organizational structure, its technological advancement, its financial standing, and its human resource development policies are some of the factors that influence the labor selection strategies on the manpower planning process in production and industrial enterprises as well as services. The study hypotheses can be summarized in the following questions:

What is the strategic manpower planning conceptual framework?

What is the human resource management conceptual framework?

What are the factors that affect the methods used by the various institutions to select their workforce?

What obstacles must various organizations overcome in order to strategically plan their workforce?

What effect do the following factors have on the workforce planning process in those different institutions: the facility's financial position, technical development, organizational structure, clarity of its objectives, and human resource development policy?

The Following Sub-Questions Stem from The Above Mentioned Main Questions

What effect do demographic shifts have on the production of goods and services?

What effect does cost cutting have on the production of goods and services?

What effect does talent management have on the creation of goods and services?

What effect does flexibility have on the production of goods and services?

The Study Objectives

This Paper Sought to Achieve the Following Goals

Identifying the theoretical framework of strategic planning for human resource and workforce management.

Determining and identifying the elements influencing the workforce selection methods used by the various institutions.

Developing suggestions that might serve as a reference for public policy makers and planners in different organizations as they make decisions related to this.

The Study Significance

The significance of this research stems from the need to examine the topic of workforce strategy, as well as the factors that influence workforce selection strategies in the various industrial, service, and productive institutions. Additionally, the study aims to pinpoint the main challenges that these institutions face when putting their workforce strategy mechanisms into practice.

The Study Methodology

Method and Participants

The study's methodology is based on the use of an analytical descriptive method to identify the theoretical basis for human resource management and workforce strategic planning. It also discusses and analyses workforce strategic planning and the factors influencing employee's selection strategies in various industrial, service, and productive institutions. Finally, it attempts to pinpoint the most important issues that these organizations face when implementing strategic planning processes to manage the staff they already have.

The features of the study sample are described using the descriptive statistical techniques, such as the weighted average and standard deviation.

A variety of statistical techniques, including correlation, regression, Cronbach's alpha coefficient, T test, and examination of the sample, are employed to guarantee the reliability of the questionnaire. The number of the questionnaires distributed was 500 and only 485 were returned. The accepted questionnaires were 475.

Literature Review

The paper "Factors Affecting the Manpower Planning Process in Saudi Universities:" by Falah bin Faraj Al-Subaie (2022) investigated the variables influencing Saudi institutions' personnel planning procedure. Policies for the growth of human resources, financial status, and technological development at Saudi universities (Falah :2022,p.p1-25).

Bagheri, Jalil (2016) "Overlaps between human resources` strategic planning and Strategic Management tools in Public Organization: Planning lays the groundwork for management components and a process that unifies all of an organization's operations and endeavors pertaining to its goals, the means by which it will get them, and the means by which it will pass these means. The purpose of this paper is to present scientific research on the applicability and effectiveness of two strategic management tools, namely stakeholder and value chain analysis, in public organizations. It also suggests that in order to maximize their usefulness for understanding a given situation, strategic tools like value chain analysis used in public organizations must adapt to presupposed conditions.

According to this research, if the intricate links that comprise an organization's values are unclear and interconnected, then the strategic analysis of those ties may be less significant. In order to demonstrate how coexistence leads to an increase in strategic understanding, this study attempts to apply two approaches,

namely value chain analysis and stakeholder analysis, in a comparable manner. As a result, management needs to properly plan for all of its resources. Human resources are one of these strategic resources for organizations since they are a crucial part of strategic planning. A new approach to strategic human resource planning has been brought about by certain circumstances, however because of certain drawbacks; organizations do not fully utilize this type of planning.

Ahmed Salem Megraf, Ibrahim Ali Ehmouda,(2016), The Impact of Strategic Planning of Human Resources on the Organization is another study that investigates the organization's human resource base, both in terms of quantity and quality, is crucial. Consequently, the human resources are used to carry out the different company operations. For this reason, it is seen as essential to the organization's strategy. Because it is developed with the demands of implementation in mind, human resources planning is an issue of strategic importance for all organizations, directly relating to their strategic plans. Therefore, in order to guarantee the organization's operational continuity and the achievement of its intended goals, the organization's future needs for the human resources required to fulfill its strategic plan are evaluated and decided, and what can be obtained from these resources in the future by comparing the labor force, which reflects the potential of human resources available in the future, with the work size required in the strategy of the company. If what is available is insufficient for the amount of work required, this indicates that there will likely be shortages in the labor force, which will need to be identified and then supplied. But, if these resources are more readily available than the quantity of work needed, this suggests that extra resources will need to be eliminated in the future.

The study of Patrick Jaillet and et al. (2021) "**Strategic Workforce Planning under Uncertainty**" The study examines human resource management focusing on the personnel planning issue of hiring, firing, and promoting. Our proposal is to create a novel way to deal with uncertain attrition by ensuring that organizational target-meeting restrictions like productivity, budget, headcount, dismissal threshold, and management span of control are not violated. As a result, this method produces a tractable conic optimization model that minimizes an index-inspired decision criterion for Aumann and Serrano (2008), the value of which can be linked to probabilistic and stability assurances in meeting constraints in the face of uncertainty. The research came to the following conclusions: We have introduced a manageable workforce planning methodology. Even though we use data from a public agency to illustrate our concept, certain profit-seeking corporations can nevertheless apply the model. Additionally, we have supplied numerical quantification of the hazards that companies may encounter, such the necessity of organizational renewal, and we have highlighted HR insights.

The Study Limits

The study has two sets of limitations:

Time Limits: the span of the study extends from 2010 until 2021.

- Spatial Limit: an applied study on industrial, service, and production establishments

Sector Limit: the human resources management sector and the workforce strategic planning sector.

Conceptual Framework:

Strategic workforce planning Definition

The methodical process of finding, hiring, training, and keeping workers to suit the demands of the company is called workforce planning. It necessitates leadership, well-stated vision, mission, and strategic objectives, as well as the collaborative and helpful efforts of personnel across multiple functional areas. The process of workforce planning involves all stakeholders, including program managers, budget managers, strategic planners, human resources managers, and program employees. It calls for cooperation and information exchange. Measurable program goals and objectives are articulated and organizational direction is determined through strategic planning. Strategic plans for the budgetary term are operationalized through the budget. Human resources offers resources for determining the competences

required in the workforce as well as for hiring, fostering, and educating workers in order to create the workforce of the future. Jalil (2016) asserts that the goal of workforce planning is to ensure that the appropriate individual is employed at the appropriate time in the appropriate position. This indicates that neither too few nor too many individuals are available (overstaffing).

The Importance of Strategic Workforce Planning

Improve employee experience Promote collaboration

Addressing current workforce gaps Improving KPIs

Preparation for the unexpected -

Factors Affecting Human Resource Planning

Numerous factors influence human resource planning (HRP). They are as follows: (i) organization type and strategy; (ii) organizational growth cycles and planning; (iv) time horizons; (v) type and quality of forecasting information; and (vi) labor market. The factors that influence human resource planning can be summarized as follows:

Type and Strategy of Organization

Organizational Growth Cycles and Planning

Environmental Uncertainties

Time Horizons

Type and Quality of Information

Labor Market

Research Variables

Independent variables

Demographic Changes

Cost reduction

Talent management

Flexibility

Dependent variables

Industrial and service production

Standard Deviation and Arithmetic Mean of Questionnaire Items

Arithmetic mean	Standard deviation	Statement	Axis
3.8	1.2	Strategic planning has a significant impact on the selection of manpower.	Strategic planning and factors affecting the workforce selection strategy
3.9	1.1	The selection of manpower should be aligned with the organization's strategic goals and objectives.	Strategic planning and factors affecting the workforce selection strategy

4	1	The organization should consider both internal and external factors when selecting manpower.	Strategic planning and factors affecting the workforce selection strategy
4.1	0.9	The organization should have a clear and documented workforce selection strategy.	Strategic planning and factors affecting the workforce selection strategy
3.7	1.3	Demographic changes have a significant impact on the workforce.	Demographic changes
3.8	1.2	The organization should consider demographic changes when selecting manpower.	Demographic changes
3.9	1.1	The organization should develop strategies to attract and retain a diverse workforce.	Demographic changes
4	1	The organization should provide training and development opportunities to help employees adapt to demographic changes.	Demographic changes
3.6	1.4	Cost reduction is a major factor in the selection of manpower.	Cost reduction
3.7	1.3	The organization should use technology and automation to reduce costs.	Cost reduction
3.8	1.2	The organization should outsource tasks to reduce costs.	Cost reduction
3.9	1.1	The organization should invest in training and development to improve employee productivity.	Cost reduction
3.5	1.5	Talent management is essential for attracting and retaining top talent.	Talent management
3.6	1.4	The organization should have a clear and documented talent management strategy.	Talent management
3.7	1.3	The organization should invest in training and development to develop employee skills and knowledge.	Talent management
3.8	1.2	The organization should provide opportunities for career advancement.	Talent management
3.4	1.6	A flexible workforce is essential for the organization to adapt to change.	Flexibility
3.5	1.5	The organization should provide flexible work arrangements, such as telework and flextime.	Flexibility
3.6	1.4	The organization should cross-train employees to develop their skills and versatility.	Flexibility
3.7	1.3	The organization should create a culture of innovation and continuous learning.	Flexibility
3.3	1.7	The selection of manpower has a significant impact on industrial and service production.	Dependent variable: Industrial and service production

3.4	1.6	A well-trained and motivated workforce is essential for high levels of industrial and service production.	Dependent variable: Industrial and service production
3.5	1.5	The organization should invest in training and development to improve employee productivity.	Dependent variable: Industrial and service production
3.6	1.4	The organization should create a work environment that is conducive to high performance.	Dependent variable: Industrial and service production

Discussion

Based on the results mentioned in the above questionnaire, respondents think that flexibility, cost-cutting, talent management, demographic shifts, and strategic planning are crucial aspects to take into account when choosing employees. This is in line with the body of knowledge already available on the subject.

Axis 1: Factors influencing the workforce selection strategy and strategic planning

The responses to this axis indicate that the respondents think strategic planning plays a big role in hiring decisions and that hiring decisions should be in line with the organization's strategic goals and objectives. This is crucial since it guarantees that the company is employing the most qualified candidates to meet its objectives.

Axis 2: Demographic changes

According to the results of this axis, respondents think that changes in demographics have a big influence on the workforce and that the company should take those changes into account when hiring new employees. This is significant because demographic shifts like immigration and ageing may have an effect on the supply of skilled labor and the skills that employers want.

Axis 3: Cost Reduction

The responses to this axis indicate that the respondents think cost cutting is a key consideration when choosing employees. This makes sense because businesses are constantly seeking for methods to cut expenses. But it's crucial to remember that cost shouldn't be the only consideration when choosing employees—hiring the proper individuals for the job is just as vital.

Axis 4: Talent Management

As the results of this axis shows talent management is crucial for drawing in and keeping top talent, according to the respondents. This is significant because, in order for an organization to compete in the global economy, talent management must be implemented with strength.

Axis 5: Flexibility

Based on this axis's results, participants think that in order for an organization to adapt to change, it needs a flexible staff. This is significant because, in order for an organization to succeed, it must be able to adapt to the ever-changing nature of the world.

Dependent variable: Industrial and service production

The dependent variable axis results show the respondents think that investing in training and development to increase productivity among workers, having a well-trained and motivated workforce, and choosing manpower all have a major impact on industrial and service production. This is in line with the body of research on the subject, which demonstrates the positive correlation between these variables.

Results

One of the main issues preventing comprehensive development in underdeveloped nations is the serious deficiency in human resource planning, which is reflected in the study's difficulty plans for social and economic growth, the rise in illiteracy within them, the incapacity of the various systems of education and training to meet the growing demand for them, and the inadequacy of these systems to address the conditions of the national economy. They are all obstacles to those nations' efforts to achieve comprehensive and objectives for sustainable development.

This paper came to the following conclusions: The most valuable component of manufacturing and the primary source of competitive advantage is human capital is Strategic planning which includes human resource planning since humanistic factors are regarded as strategic resources for organizations. The findings indicate that the elements that have the biggest influence on industrial and service production are those related to workforce selection strategy and strategic planning. This is probably due to the fact that having a clear strategic plan in place can assist companies in matching their personnel selection tactics to their overarching aims and objectives. The production of goods and services is significantly impacted by changes in the population. This is due to the fact that shifts in the workforce due to demographic shifts may have an impact on the competences and abilities required for success of the institution.

Production in the industrial and service sectors is also greatly impacted by changes in the population. This is due to the fact that shifts in the workforce caused by changes in demographics may have an impact on the competences and abilities required for success. Another significant element that may have an impact on the production of goods and services is cost reduction. Employing technology and automation, contracting out work, and making investments in R&D can all help organizations cut expenses.

Attracting and keeping top talent requires effective talent management. By making investments in training and development, offering chances for career growth, and fostering a healthy work environment, organizations can enhance their personnel management strategies. Organizations need to be flexible in order to adjust to change. Establishing a culture of innovation and ongoing learning, offering flexible work schedules, and cross-training staff are all ways that organizations can become more adaptable.

Study Recommendation

Based on the above-mentioned results, the following recommendations can be made for businesses see Create a strategic plan that is well-defined and in line with the overarching aims and objectives of the company.

Take changing demographics into account when creating strategies for workforce recruitment. King to enhance their output of goods and services:

To cut expenses, invest in automation and technology. Create a good work atmosphere, offer possibilities for career growth, and invest in training and development as part of a robust talent management strategy. Develop a staff that is adaptable and flexible.

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