

Strategic Manpower planning for the Sustainability of SME's: A Study of Ranchi Region in Jharkhand.

Synopsis of The Thesis

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By

RAKESH KUMAR DIXIT

UID: 14JU11300017

Under the Guidance of

Dr. Shyamal Gomes
(Research Co-Supervisor)
(HOD) Department of Human Resource Management
Xavier Institute of Social Service
Ranchi, Jharkhand

Dr. Sweta Singh
(Research Supervisor)
Assistant Professor
ICFAI University
Jharkhand, Ranchi



ICFAI UNIVERSITY, JHARKHAND
RANCHI
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1. Introduction

Small & Medium Enterprises (SMEs) engaged in the manufacture or production, processing or preservation of goods The Government of India enacted the Micro, Small and Medium Enterprises Development (MSMED) Act, 2006 including definitions of micro, small and medium enterprises as follows:

1. A micro enterprise is an enterprise where investment in plant and machinery does not exceed Rs. 25 lakh;
2. A small enterprise is an enterprise where the investment in plant and machinery is more than Rs. 25 lakh but does not exceed Rs. 5 Crores and
3. A medium enterprise is an enterprise where the investment in plant and machinery is more than Rs.5 Crores but does not exceed Rs.10 Crores.

In July 2011, the European Commission said it would open a consultation on the definition of SMEs in 2012. In Europe, there are three broad parameters which define SMEs:

- Micro Enterprises have up to 10 employees
- Small enterprises have up to 50 employees
- Medium-sized enterprises have up to 250 employees

Whereas in India, the broad parameters of SMEs are as follows:

- Micro enterprises have up to 10 employees
- Small enterprises have up to 20 employees
- Medium-sized enterprises have up to 50 employees

At present in India, nearly 10,000 SMEs are functioning and in Jharkhand the total number is 400, out of which 385 is active 15 are newly entrant.(Source: Office of MSME, Ranchi, Jharkhand).

Now the questions are why SMEs and what are the challenges they are facing today? World over, Micro and Small Enterprises are recognized as important constituents of the national economy, contributing significantly to employment generation and poverty alleviation. It is well recognized

that small units are less capital intensive and generate more employment. Their role in nation building may be assessed from the fact that SME have 40% share in industrial output and produce over 8000 value added products. SME sector also contributes nearly 35% in direct export and 45% in the overall export from the country and provides employment to 28.28 million people and constitutes more than 80% of total number of industrial enterprises in India. SMEs of today will be large corporate of tomorrow. But, despite its commendable contribution to the Nation's economy, SME Sector does not get the required support from the concerned Government Departments, Banks, Financial Institutions and Corporate, which is a handicap in becoming more competitive in the National and International Markets. SMEs faces a number of problems - absence of adequate and timely banking finance, limited capital and knowledge, non-availability of suitable technology, low production capacity, ineffective marketing strategy, identification of new markets, constraints on modernization & expansions, follow-up with various government agencies to resolve problems, non-availability of highly skilled labour at affordable cost, high attrition rate and many more.

Human Resources planning (HRP) or Manpower Planning are based on the concept that people are the most important strategic resources of an effective organization. Generally it is concerned with suitable resources to business needs both in longer term needs and in shorter term needs in terms of both quantity and quality. It also answers two fundamental questions "how many people" and "what kind of people". HRP deals with the bigger issues of the methods of employment and development of people for the purpose of the improvement of effectiveness of an organization. It therefore plays an important role in strategic Human Resource Management

Manpower planning is a process by which Human Resources are identified, determined and planned that an organization needs in order to meet both its short term and long term requirements. Bulla and Scoh (1994) define "Human Resource planning (HRP) is the process for ensuring that the Human Resources requirements of an organization are identified and plans are made for satisfying those requirements". Basically Human Resource Management is the new term of Personnel management which is productive exploitation of manpower resources. This is also termed as 'Human Management'. Actually Human Management is choosing the proper type of people as and when required. It also takes into account the upgrading in existing people. It starts with manpower planning. Manpower planning involves two main concepts that is analyzing the

current human resource and forecast the manpower. Manpower planning ensures optimum use of available human resources. Manpower planning offsets uncertainties and changes to the maximum extent possible and enables the organization to have right men at the right place and in right time.

2. Research Motivation:

Nowadays, well managed and appropriately skilled manpower is considered one of the major constraints in achievement of long term objectives of any organization. It is basically that part of management which is entirely concerned with logical and strategic part of an organization's most valuable assets that is the employees who actively contribute to the fulfillment of organizational objectives (Grinold, and Marshall, 2012). Manpower planning simply covers all the tasks associated with employing the people and development of their skills and abilities in order to utilize and maintain their services in proper tune with the requirements of an organization.

Akman and Rehan, (2010) believed that workforce planning basically involves the strategic alignment of an organization's human resource with the long term business directions. It is a methodological process that covers all the activities related to management of present workforce, identification of needs of future ones, identification of gap between the needs of present and future workforce and implementing appropriate solutions to assist the organization in accomplishment of its mission, objectives and goals. Basically, manpower planning includes the following factors:

1. Determining the numbers to be employed
2. Retaining the highly skilled staff
3. Managing effective downsizing program
4. Where will the next generation of managers come from

Indian Small & Medium Enterprises (SMEs) need to build systems and processes that will enable them to use strategic Manpower planning tools to guide their business towards a brighter future (Femin, J. 2003). Often it is asserted that the field of strategic management lacks coherence and it is highly fragmented. However, there is research evidence to show how companies have achieved excellent performance and sustainable competitive advantage by implementing strategic Manpower planning.

Strategic Manpower planning can help any business to grow and expand during a period of time. Small businesses will never remain small forever as some of them will grow and expand beyond

20 workers by joining medium and large businesses when using a given strategic planning. This type of migration to another class size reduces the share of small businesses by becoming medium size.

3. Review of Literature

Human resource management is associated with the planning, organizing and staffing human resource in business. It is a significant process that started with knowing its importance. Human resource planning is both micro and macro in nature as it is involved with business objectives and staffing process as well as with strategy and corporate planning. The concept of human resource planning revolves around the need of manpower that organization need in future in order to pursue its goals. The definition of human resource is given by many experts. As per Vetter (2004), human resource planning is a process that used to determine the way through which an organization can achieve its desired manpower to carry out business integrated plan (Vetter 2004).

HRM vs. Personnel Management

- ❖ On the basis of existing literature, it can be argued that strategic manpower planning is considered as a systematic framework of action in Human Resource Management, which is developed by the Human Resources experts of the organization. Human Resource Management is the Strategic & coherent approach to the management of an organization's most valued asset – the people. The Human Resources strategy comprises detailed plan of actions how to select best talents, retaining them, motivating them, and empowering them to perform well in direction of overall corporate/ business objectives. Good Human Resources strategy helps in improving business performance, develops

organizational culture, fosters innovation, and flexibility. Therefore, Human Resource strategy ultimately focused on following points:

- ❖ **Pre selection practice** including Human Resource Planning and Job Analysis.
- ❖ **Recruitment and selection based on mission** and purpose of the organization.
- ❖ **Post selection practice** to maintain and improve job performance levels, training and development, performance appraisal, compensation, and motivation should be based on corporate strategy of the organization.

Human Resource Management strategic plan is the prime objective of an organization looks forward to achieving the corporate goals in long run whereas manpower plan is about activities that are being carried out to reach a strategic plan. Besides, the strategic plan involves long term goals, while the plans of Human Resource have short term business objectives related to the overall strategic plan. Earlier, the human resource department was known as a personal department. It is because the department offers support to the rest of the departments of the company. Organizations these days understand the importance of human assets, especially in the global economy; hence Human Resource has become more essential than it was two decades before.

4. Research Gaps

Various studies have been undertaken to study the role and impact of strategic manpower planning of SMEs on their performance as well as the efficiency of their employees. There is hardly any study that is focused on enhancing the sustainability of the SMEs by improving their strategic manpower planning. Pas studies have been focused on different countries but, no study has been carried out on a particular district

and small businesses operating in the area. This major gap is addressed through the survey and this is to understand the significance and effectiveness of strategic manpower planning in manufacturing industry of Ranchi district of Jharkhand, India.

5. Research objective

The objectives of the research are as follows:

- To study the significance of Strategic Manpower Planning (SMP) in Indian Business Scenario especially for SMEs
- To examine the advantages and disadvantages of Strategic Manpower Planning (SMP) for Indian Small and Medium Enterprises.
- To identify the major challenges or barriers affecting the implementation of Strategic Manpower Planning (SMP) in Small and Medium Enterprises (SMEs) of Ranchi District, Jharkhand
- To measure the possible overcomes of the barriers to Strategic Manpower Planning (SMP) in Small and Medium Enterprises (SMEs) of Ranchi District, Jharkhand.

6. Research Hypothesis

Research hypothesis

Hypothesis refers to an assumption related to the relationship between the dependent and the independent variable. It helps in providing a tentative explanation of the problem of the study. The development of hypothesis is useful for providing an effective guidance and structure to the research. It enables statistical analysis of the research problem through hypothesis testing. In this study, ten hypotheses were developed and tested and these are as follows:

H1: Strategic Manpower planning has a positive impact on recruitment & selection process of SMEs.

H1a: SMP positively affect the alignment between HR planning system and business requirement

H1b: SMP positively influences a firm willingness to invest in training and development for improving organizational performance

H2: Strategic Manpower planning and employees' productivity are positively related to each other.

H2a: SMP positively influence the change management process within an SME.

H2b: SMP positively affect employees' productivity while associating the gap between an individual's jobs and skill set to perform the job

H3: There is a positive relationship between Strategic Manpower planning & organizational performance of SMEs in Ranchi, Jharkhand.

H3a: Manpower planning positively influences employees' retention in SMEs.

H3b: Manpower planning in SMEs positively affect employees' productivity and effectiveness.

H3c: Manpower planning in SMEs positive influence on organizational ability to predict the demand of the workforce within a given period of time.

7. Scope of the Research

This study will be covered 25 **important SMEs in Ranchi at different location**. The study will analyzes an effectiveness of Human Resource Planning and make sure that whether the Small & Medium Enterprises have sufficient planning for human resource management and initiatives to achieve their vision-mission and objectives. The study

mainly covered the focus group opinion that is generalizing the opinion of a relatively small number of respondents.

8. Research Methodology

A systematic and logical search to gather useful information in order to attain solution of a research problem is termed as research methodology. It is a collection of procedures and techniques that can be used to identify, select, process, and analyze the information about the research topic. In this research Methodology section helps the reader to evaluate the reliability of information. It is a significant part of any research study that helps to decide the direction of research and provides insight about methods, techniques, research approach, data collection sources, and ethical considerations employed for the further processes in the research study (Walsh and Wiggins, 2013). The key area of the research was to study the critical aspects of strategic human resource management practices in SMEs and future skills requirement to ensure sustainability of SMEs in Ranchi region in the state of Jharkhand.

It is essential for any researcher to adopt research methodology that is effective and able to derive reliable, credible and valid results for the study. The research methodology is undertaken to answer two main questions: what are the data collection sources and how it was gathered? How it was analyzed in this research topic (Bryman and Bell, 2015). Research includes the study of data, experiment, analysis, observation, comparison and reasoning. Though, research methodology is a multidimensional activity that provides a path to researcher to collect relevant data and information regarding the research topic.

Basically, the objectives of the research are to discover new facts and figures, to test and verify the significant facts, to analyze the phenomenon, and to identify the cause and effect relationship through the facts. This also includes the development of new concepts and theories in order to solve research problems. Moreover, the research activity essentially emphasizes on why the research is conducted, what are the problems, what is the hypothesis in this regard, what methods are adopted to gather data, and what are the measures to achieve at reliable conclusions. The research has attempted to make in detail about the research methodology that has been adopted for this study of manpower planning and its significance in the sustainability of small-medium enterprises in Ranchi, Jharkhand.

The method that has been adopted for the research study is every carefully designed to go well with the area of inquiry. The area of research is developing, where employees and employers' cooperation was important to gather relevant information. The employees and employers' participation of the SMEs has been very helpful in gathering meaningful data and information. The literature review has assisted researcher to focus the type of research methods and its suitability in the field of the area of study.

8.1 Research design

Research design is the foundation of every research process. It provides a systematic arrangement of different elements of research study and the logical way of incorporating them to ensure effective presentation of research work is known as research design. There are basically three types of research design as exploratory, casual and descriptive, which are considered on basis of the methods of research investigation and process of the research issue. The exploratory research design has played crucial

role in analyzing and comprehending the present research topic, its nature and the research purpose (Walsh and Wiggins, 2013).

The assessment of optimum use of manpower planning that are currently employed in the small and medium enterprises of Ranchi in Jharkhand state have been effectively done through the adopted research design. In relation to the present research study, exploratory research design has been selected. This research design has substantially helped in exploring the use of strategic manpower planning in small and medium enterprises. Through literature review an investigation, it is learned that from many years, SMEs are failed to grow due to lack of retention policies companies are unable to hold skilled manpower that are required for sustainable future of SMEs. From the detailed understanding achieved from exploratory design, it can be said that the challenges faced by small and medium enterprises of Ranchi in acquiring capabilities in order to compete with big market players is one of the major roadblock for them.

It has been quite helpful in establishing a cause and effect relationship in the research issue. Besides this, it has helped in the study and analysis of several factors that have direct and indirect impact on the use of strategic manpower planning in the small and medium enterprises (Taylor, 2006). Several factors have been considered during data collection process and facilitated in highlighting decisive attributes related to big business shut downs, lower economic growth, higher rate of unemployment and degraded living standards of developing countries like India. In order to address these issues; the methodology section of this study has been designed around the concept of Saunders's Onion Model. The Saunders's Onion Model can be illustrated as below:

Figure: Saunders's Onion Model

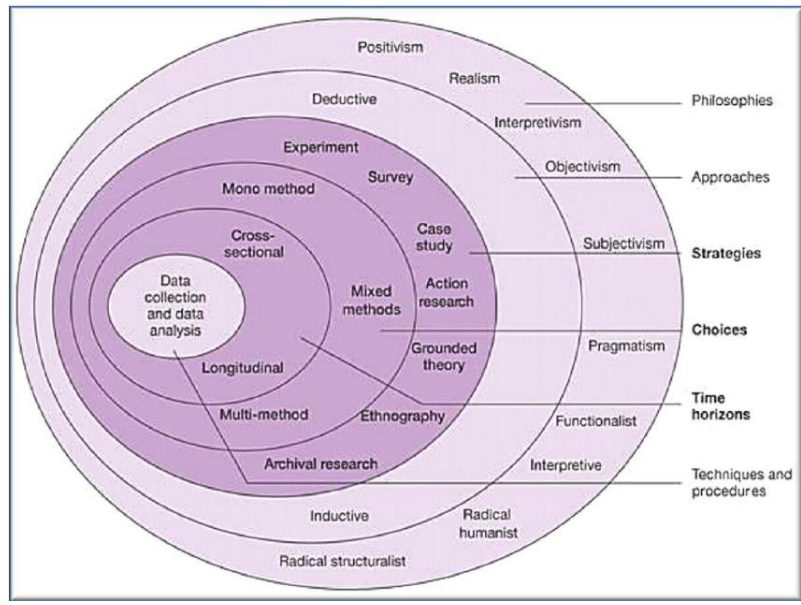


Figure 3.1: Saunders's Onion Model (Source: Saunders, Lewis, Thornhill, 2009, p.80)

The model was developed by Saunders et al. (2007), who proposed a conceptual framework for developing sequential stages of a research problem. The model is based on an effective progression and each layer of the model highlights a more detailed stage of research process (Bergh and Ketchen, 2009). The model helps in defining the research strategy with the help of different stages, which are interrelated and interdependent.

8.2 Research Methods

In order to successfully attain research objectives from the research study, it is significant to adopt appropriate research methods so that pertinent and meaningful data is collected and evaluated. In the line of research approach and design, this research adopts quantitative method of investigation (Collins, 2010). The subject of the research study is to explore and evaluate the role of strategic human resource practices and its impact on the sustainability of small and medium enterprises of the Ranchi region in the

state Jharkhand, India. This topic needs an in depth investigation and analysis of other key factors related to business such as, core competencies, intellectual capital, human capital, social capital, etc.

Moreover, the employed methods of data collection have successfully achieved the objective of retrieving meaningful information in the agreement of research topic and associated subject areas. In addition to this, the study has also focused on learning about the challenges that SMEs are facing in engaging and retaining their workforce. This involves the study of industrial unrest situations, uncertainties that can hamper the progress of companies and higher rates of employee turnover.

8.3 Sources and methods of Data Collection

The present research study employs both primary and secondary sources of data collection in order to attain detailed knowledge and information over the topic. It must be noted that both sources of data collection have major roles to play in deriving credible and reliable research conclusions (Jackson, 2008). The data that is required for the research study is opinion of people working in the small and medium enterprises of a particular state. This also includes the opinion of human resource managers of respective enterprises, who phase the problem in recruiting and retaining employees in their companies for longer period of time. The opinion of these people, their attitude towards the work, present human resource practices of these enterprises are all the factors that is required to study for this research. Primary, as well as, secondary sources of data collection have been discussed as under:

8.3.1 Sources of primary data

The data and information collected directly from respondents and used for the first time is primary data (Hussein, 2009). The sources of primary data include structured and unstructured interviews, survey through questionnaire, observation, survey and so on. It is evident that the present research study is quantitative in nature that aims at identifying and analyzing the usage of strategic manpower planning that can help SMEs in sustaining their future growth. In reference to the research work, it is important to use primary sources of data collection in order to investigate various aspects regarding the research topic.

The research study requires collecting the opinions of employees working in small and medium enterprises of Ranchi, managers of respective firms, and owners of these firms. The opinion of these is required to know the current human resource policies and problems that these kinds of firms face during the hiring process. It also includes details about the revenue and company performance that affects due to lack of optimum utilization of their workforce. The main idea of collecting these opinions is to ascertain the exact problem of small and medium enterprises in terms of manpower planning and to find out the ways of implementation of effective manpower planning in these enterprises for their sustainable future.

8.3.2 Sources of secondary data

The term secondary data is used for the information and knowledge achieved from already existing literature like books, journals, related articles and various online sources. In views of researchers, secondary data is generally credible as it is already been used for previous research purposes (McNabb, 2008). The secondary

data plays crucial role in developing a conceptual framework of research study and provides direction to further research activities. The secondary data is also of great help while conducting a research work and determining the completion of research objectives.

It must be noted that considerable amount of data has been obtained in relation to analyze the critical issues related with the manpower planning in SMEs and how future skills can be forecasted to maintain sustainability in the area of research. The researcher has also gathered information from official websites of companies in order to gain an insight about the organizational processes and manpower planning. The overall examination of both primary and secondary data indicates towards the significance of strategic Human resource practices for sustainability of small and medium enterprises.

The use of secondary data basically aims at evaluating the general differences and resemblance between the findings and the outcomes of other related researches, and comparisons are made to better understand the evolution of topic in concern. Nevertheless, most researchers suggest that there must not be higher degree of reliability on the secondary data as it may disturb the conclusions of the current research study. It must be noted that every research study is unique in terms of purpose, objectives and relevance, and require a distinct set of data.

8.3.4 Data collection method

The primary data in the current study was collected by stratified random probability sampling technique. In order to collect primary data, respondents have been provided with questionnaires, which included 30 close ended questions investigating

the challenges and other related aspects of man power planning as well as the human resource practices employed in SME sector. The questionnaires were given to about 173 employees and employers of these 25 SMEs. The prior permission and written consent have been taken from respondents, who have shown interest in participating in this research.

The respondents were approached physically as the researcher contacted the HR of all the 25 selected SMEs. The researcher requested the HR to give some time for personal interaction with the staff members within the organization. The respondents were contacted individually at their natural work setting. A clear and detailed description of the questionnaire, survey and the entire study was given to each of the respondent and also, their doubts were clarified to avoid confusions and misinterpretations at the time of filling the surveys. The members were explained about the need and purpose of this research. All were requested to take time from their schedule and participate in the survey. The close-ended questionnaire was shared with the respondents after gaining consent from them that they are participating in the survey voluntarily. The respondents were guided about their rights as well as the terms and conditions while undertaking the survey.

8.3.5 Survey instrument

The survey in this study was carried out with the help of questionnaire consisting of a total of 33 close-ended questions, which have been added to appendixes. It has been divided into two parts; Part A: demographic based questions and Part B: strategic manpower planning related questions. First three questions seek to collect demographic information of respondents, so that readability of primary data can be established. These

questions emphasized asking the age, gender and work experience of the respondents to ensure that data is gathered from relevant people who have the knowledge about the subject-area. Part B of the questionnaire was further divided into four sections. The respondents were asked to answer the questions of all the sections based one of the five options that they find most suitable in their opinion. These options included 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly agree.

The first section of Part B focused on understanding the HR system and HR planning of SMEs of Ranchi District. 5 questions were asked in this section to gain an understanding of the existing HR planning system used in the SMEs in which the respondents were working. The section 2 was focused on asking five questions with the respondents related to the recruitment done within the Ranchi district SMEs. Recruitment is an essential part in the HR planning system, therefore, the effectiveness of the recruitment practices undertaken in the business were identified from the opinions of the respondents gathered through the survey. The section 3 of the Part B was concerned with understanding the attitude of the top management in the SMEs selected within the study. 10 questions were asked within the section and the questions were focused on finding how the SMEs top management contributes in the HR processes and practices within the workplace. The last and the final section of the survey emphasized asking 10 questions related to resistance to change in strategic manpower planning.

8.4 Sampling

8.4.1 Sample frame

Sampling frame can be referred as the list that comprises every individual from the entire population of interest (Pandey and Pandey, 2021). The target population for

the current research was the manufacturing SMEs in Ranchi district. Therefore, the list of the SMEs from this location was prepared. The current research work has gathered primary data from 25 Small and Medium Enterprises (SMEs) within Ranchi District. The staff members of these 25 SMEs have been approached for collection of primary data. (Source: Office of MSME, Ranchi, Jharkhand) & JCI, Kokar, Ranchi, Jharkhand.

8.4.2 Sampling population

The population refers to the total number of people involved in the target group about which the information is needed. It is not possible for the researcher to consider the opinions of all the people in the population, therefore, some people are selected from the entire population and the selected unit is known as sample. A sample population of 173 respondents that included the staff members working in manufacturing SMEs of Ranchi district participated in the survey.

8.4.3 Sample size calculation

The size of the sample in this survey was 173 and it was calculated as follows:

$$\text{Sample Size } n = N * [Z^2 * p * (1-p)/e^2] / [N - 1 + (Z^2 * p * (1-p)/e^2)]$$

$$250 * [1.96 * 1.96 * 0.5 * (1-0.5)/0.05 * 0.05] / [312 - 1 + (1.96 * 1.96 * 0.5 * (1-0.5)/0.05 * 0.05)]$$

$$\text{Sample Size } n = 173$$

N = Population size,

Z = Z score (for 95% Confidence Level Z value is 1.96),

p = Sample proportion (50% or 0.5),

e = Margin of error (5% or 0.05)

8.4.4 Sampling technique

Different techniques are used by the researcher for dividing the entire population into smaller sample unit. These methods can be categorized as probability and non-probability sampling. In this study, stratified random probability sampling technique was used by the researcher. Stratified random sampling comprises the division of a population into smaller sub-groups known as strata (Pandey and Pandey, 2021). Initially, 25 manufacturing SMEs operating in Ranchi district at six different industrial zone were selected and then 173 employees working in the SMEs were selected. The study will analyzes an effectiveness of human resources planning and make sure that whether the SMEs have sufficient planning for human resources management and initiative to achieve their vision – mission and objectives.

9. Research Data Analysis

It is evident from above section that the research collects data from primary method using survey through questionnaire. The questionnaires have been sent to 173 respondents, who work in small and medium enterprises in Ranchi, Jharkhand. The survey method helps in collecting numerical data, which have been analyzed with the help of quantitative method. The quantitative method of mathematical operations has been used for analysis of data. It has been done with the help of arithmetical operations of percentage method, which allows a clear and convincing analysis of collected data. The tables and charts were constructed for effective representation of the data. The

relationship between the variables were identified or hypotheses were tested using analysis of variance (ANOVA).

9.1 Ethical Considerations

Ethical consideration is a very integral part of a research. Under ethical consideration, researcher should follow ethical conduct while doing any research and the information whether it is primary or secondary. Ethical code states that if any information is used for further research at different levels, then it should be informed to the respondents and their written consent has to be taken (Jackson, 2008). This consent should be voluntary and not being affected or influenced by any factor or such pressure. The entire process for research understanding the significance of strategic man power planning for sustainability of SME in Ranchi and Jharkhand conducted transparently within boundary of ethical consideration.

As per ethical consideration it is very important to take consent of voluntary participants before conducting research and all the participants must be well informed about the objective of research. In this regard written consent has been taken from all the 150 participants in research. All due care has been taken in order to maintain the anonymity, security and privacy of participant's identity and responses obtained for the research work. The personal information of all the participants who participated during the research has been kept with adequate security and with proper password protection and with proper encryption in computer.

All the participants have been ensured that the information collected during the research will only be used for the research purpose only. Researcher should always remember that the data collected during the research must not be influenced by any

factor so that the credible result could be obtained due care has been taken during the research. The another important point to consider from the point of view of ethical consideration the data should be presented in its original and authentic form so that credible result could be drawn from research has been taken care of. As far as Secondary data is concerned this is quite important for the research work, acquired from the authentic sources. It should be noted that consent taken from the participants at the time of data collection is not once for all; consent should be renewed or taken again when the data is used up in any further research.

We can say that consent taking from participants is an ongoing process. As per the ethical considerations researchers must inform participants of the uses to which their data might be put and obtain consent for the future use of the material. By this statement we can bring out a conclusion that every time the data provided by participants is used, they must be informed means their consent is mandatory. As continued use of data by different researchers may have different expectations, consent can be taken on negotiated terms. So consent should be taken from participants every time when the data is used for different research or by different researcher.

Following issues can arise if renewed consent is not taken from the participants:

Issues relating to copyright and confidentiality: At the first time when original data is collected from the participants, they are made assured that the information provided by them or details given would be used for the purpose of said research and not for any other. So the e researchers and respondents keep full control over the data

provided by them. So one should not breach this and renewed consent should be taken (Mc Burney and White, 2009).

Originality of data: Another important factor to be considered is that researcher should keep the data in original and authentic form. It is necessary to understand that the data should be in the same form for which the consent has been taken from the respondents. If researcher changes any information on his own or as per the requirement of the research then it is simply a breach of information. So, it should be understood that if any information provided by the respondent is being used for further research with voluntary consent of the respondents, it should be kept in its original form. If its originality changes then it would of no use as it won't be reliable (Mc Burney and White, 2009).

10. Research Findings

10.1 Significance of Strategic Manpower Planning (SMP) for SMEs

- According to the findings of this research, it was identified that the employees working in Indian SMEs believe that there is no clear purpose stated by their businesses for the implementation of strategic manpower planning (SMP). Also, many employees have an opinion that the adoption of HR planning does not benefit the small businesses. However, the opinions of Wickstrom (1981) contradicted the opinions of employees identified in this study. Wickstrom (1981) stated that the implementation of SMP is significant for all businesses including SMEs as it helps in understanding whether the business or its

departments are overstaffed or understaffed. Also, it benefits in filling the vacancies within the business timely. Reilly (1996) also had positive viewpoints about SMP that signified manpower planning as a process of identifying human resource needs in the office, retaining talented staff, enabling creative work practices, investigating the background of future managers, etc.

- The findings of the current research indicated that in the opinion of the Ranchi SME employees, manpower planning is not supported by the higher authorities of the organization. They are reluctant to invest their time and resources in HR planning considering the size of the business. Many of the employees also feel that the outcomes or rewards from the adoption of SMP do not overpower the cost incurred in the implementation process within the SME. Therefore, according to the study results, SMP is not considered much important in SMEs operating in Jharkhand, India. Contrarily, the opinions of researchers identified in the previous studies state the significance and effectiveness of SMP in Indian SMEs. In the opinions of Lunenburg (2012), effective HR planning can help in achieving the best results and improving the efficiency of the business performance. The tools like Delphi technique, statistical trend analysis, etc. are beneficial in effective planning and forecasting of manpower and taking correct decisions in the business.

10.2 Advantages and disadvantages of Strategic Manpower Planning (SMP) for SMEs

- The findings of this study stated that some SMEs in Ranchi Jharkhand have adopted effective HR practices within the business to attain growth and sustainability. These

practices include recruitment and selection, training and development and performance management for getting better outcomes in the business. Direct supervision is undertaken in SMEs for assessing the performance of the staff members and employers are offered monetary rewards for good performance that helps in boosting the motivation and enhancing the dedication and performance of the employees. Similarly, Omar (2020) signified the benefits of the implementation of strategic manpower planning from the start of the business. The benefits include increased employee engagement, effective performance management, properly set rules and policies for salary and allowances, thus, increasing employee motivation and satisfaction, etc. Past studies show that Drucker (2012) added some similar opinions in their study that the adoption of strategic manpower planning is beneficial for all organizations irrespective of their size and nature of work. It is believed that if the need for human resources is planned and managed appropriately, it helps in ensuring that the right and talented candidate is hired in the business for supporting the business structure as well as increasing the productivity of the firm.

- On the other hand, while talking about the disadvantages of implementation of the manpower planning process within the Indian SMEs, the opinions of employees taken in this research were comprehended clearly. It was stated by the employees that many times the training and development of employees undertaken by the HR within the small business is neglected by the line managers or not supported by the owners or managers due to lack of funds and infrastructure. Thus, it adversely affects the productivity and performance of the staff as well as the overall business.

According to past studies, many disadvantages of the adoption of SMP within the Indian SMEs were identified by different researchers. Dixit (2011) explored that due to a lack of skills and knowledge, the managers of SMEs might make inaccurate forecasts of the HR requirement which could increase the cost and also, waste the time of the business. Piderit (2000) stated in their study that the major disadvantage of SMP implementation within small businesses is the employee resistance to change due to which it takes more time, energy and resources in motivating the staff to participate in the implemented HR practices. Also, trade unions oppose HR planning within Indian SMEs as they feel that increases the burden of work among the staff and also increases unemployment among unskilled employees.

10.3 Major challenges or barriers affecting the implementation of Strategic Manpower Planning (SMP) in Small and Medium Enterprises (SMEs) of Ranchi District, Jharkhand

- The findings of this research noted that SMEs in the Ranchi district of Jharkhand face various challenges while implementing strategic HR planning within the firm. Different barriers that affect the implementation process include lack of support from top management, lack of budget, lack of training and development opportunities for staff, perceived benefits of the SMP, etc. The findings of the previous study undertaken by Dixit, (2011) shared similar opinions in their study stating that Indian SMEs face many issues due to lack of proper infrastructure facilities, ineffective managerial skills of the owners or managers, etc. Furthermore, Agarwal and Jha (2015) explored in their study that lack of finance and credit facilities is one of the major problems faced by SMEs due to which they cannot

invest huge funds in planning, research, manpower planning, and HR management, etc.

- As per the findings of this study, the lack of training and development opportunities available to the employees working in SMEs in India affects their performance and also, results in dissatisfaction among the staff. Singh et al. (2020) had some similar opinions in their research that identified small-scale businesses SMEs do not follow an effective training and development process due to lack of resources as effective training of staff requires investment and SMEs have a strict budget. The opinions Storey (2004) also stated that SMEs do not have highly qualified and trained employees due to budget and cost constraints and also, because these businesses are highly focused on short-term goals rather than long-term planning.
- Amin and Islam (2013) stated in a study that the use of the right tools for HR planning in small businesses can help in attaining the best results in terms of matching the demand and supply of human resources within the industry. Also, various techniques can help in forecasting the requirement of the workforce in SMEs such as workforce analysis, regression analysis, ratio analysis, etc. Moreover, Coleman (1980) underlined that the effective implementation of HR planning within SMEs positively results in improving the outcomes and performance of the business. However, according to the findings of this study, the viewpoints of the majority of the employees working in SMEs in the Ranchi district indicate that the perceived benefits of implementation of SMP in SMEs are less than the cost involved in the adoption of this strategy. This is among the major reasons that stop the owners of

SMEs to invest their time, energy and resources in undertaking strategic planning of human resources within the business.

10.4 Possible ways to overcome the barriers to Strategic Manpower Planning (SMP) in Small and Medium Enterprises (SMEs) of Ranchi District, Jharkhand

- Mullins (2005) recommended that managing resistance to change is one of the most significant ways of implementing SMP in Indian SMEs. The dedicated team members must focus on motivating the employees to participate in the change and give their ideas for better results within the business. Devos (2007) suggested in a study that the strategic leaders within small and medium-sized businesses can help in mitigating the resistance to change among the employees as well as the managers by explaining the need and significance of the change. The leaders of Ranchi SMEs can emphasize describing the benefits of strategic manpower planning for Indian SMEs to gain its benefits and attain success within the business. The findings of the current research show that the lack of professionals in the HR department of Indian SMEs and the lack of finance affect the HR planning as well as the training and development of employees within the workplace. Therefore, small businesses must invest funds in the HR department for hiring the right candidate and providing them with the right training as well as development opportunities as it could result in increasing the productivity of the employees and gaining success.
- The opinions of the employees gathered in the current study signified that the pay, training and promotion provided to the employees within the business help in increasing their motivation and improving their performance. This, in turn,

enhances the productivity and efficiency of the organization. Thus, Indian SMEs need to undertake proper HR practices to train and manage the staff and increase their satisfaction and gain positive outcomes in the business. Effective management of human resources requires proper manpower planning and therefore, Indian SME owners must support the implementation of SMP for enhancing the long-term survival and growth of the business. The findings of O'Neill et al. (2016) gave another suggestion for the implementation of change within small businesses in India. It was suggested that the owners of SMEs in developing countries should promote innovative and progressive organizational culture and motivate the employees to contribute their ideas and opinions regarding the change. Employee participation in the change process helps in the successful implementation of change and achieving success.

11.Limitation of the Research

As diligently quoted by Sir Henry Ford: 'As we advance in life, we learn the limits of our abilities'. No study or research can be devoid of limitations... it speak the doors for future opportunities as well. The limitations of the present study are as follows:

As diligently quoted by Sir Henry Ford: 'As we advance in life, we learn the limits of our abilities'. Due to constraints such as time and resource, every study has some limitations, which paves way for future research. Following are the limitations of the current study:

1. It is observed that respondents are reluctant to provide the information or giving renewed consent for the data provided by them. So unwillingness of the participants was the major hindrance in the research. It also obstructed the flow of research.
2. The study is limited to the six industrial zones of Ranchi District.
3. The sample size is minimum 10 %. As mentioned in the Source: Office of MSME, Ranchi, Jharkhand) & JCI, Kokar, Ranchi, Jharkhand. Further, due to time and resource constraints, the sample size was limited to 30 SMEs and 150 respondents, who were the managing heads or owners of SMEs.
4. The data used in this study is was collected before the COVID-19 pandemic, which might act as a limitation when understanding the contemporary business environment.
5. Last limitation of the current research is that there is a lot of scope of discussions. As the not more research has been done in the said area and not much information is provided on the sources available.

12.Scope of the Future work

1. Significant scope to broad – base this study across SME hubs – not only in the larger manufacturing hubs in Ranchi, Jharkhand. But also across the other leading manufacturing states.

2. Future research may be administered to cover more number of SMEs and increase the sample size, by involving enumerators or a team of research scholars to cover a large part of population.
3. Future research may be on the topic of impact of Covid -19 on Small and medium enterprises in different state of India.
4. Future research may be administration to cover to implement strategic manpower planning in new start-ups business in India and Abroad.

13. Conclusions

In India, the successful SMEs contribute to economic development in various ways: by creating employment for rural and urban growing labor force, providing desirable sustainability and innovation in the economy as a whole. In addition to that, large number of people relies on the small and medium enterprises directly or indirectly (Fida, 2008). The development of SMEs is seen as the way to accelerating the achievement of wider socio-economic goals, including poverty alleviation (Cook and Nixon, 2000). Economics plays an important role in the development process of any country. An increase in the living standards of the people is the main concern of any development process. Life sustaining is the ability to provide basic necessities for all at reasonable prices. Everyone has certain basic needs without which life would not be possible. There is no development when the benefits of economic progress role in supporting economic development. Policies and strategies to support and enhance the development of small business are together an important part of the programmes to create better conditions for all. Politicians, academicians and developmental economists are of the view that enhancing small business

development and promoting entrepreneurship would be a good strategy to contribute and promote economic development. From the viewpoint of economic development, small businesses create almost half of new jobs in the economy, and it is assumed that they are good in jobs (Edmiston, 2007). One of the main characteristics of the informal sector of the economy is its flexibility in the production (Sanchez, 2006). Based on “small is smart”, successful businesses are those that continuously introduce new/improved varieties of products. Small businesses are more flexible and better to adapt to changing market conditions. Therefore, it is important to create an environment conducive in which small businesses can operate, innovate and create needed jobs as a strategy to better economic development (Edmiston, 2004). At the core of urgent efforts, to improve the socio economic situations of developing countries like India.

On the other hand, SMEs in India as well as in Jharkhand, however have been struggling in the past to retain high quality managers and technical people due to the lucrative opportunities with larger enterprises. SMEs need highly talented & experienced managers who can lead them out of this bottleneck situation. It is only the people with great vision and high degree of management aptitude that can provide valuable solutions to be market leaders and even compete in the same frame as the giants (Fanersher, J. 2003). An answer to these issues would be turn towards consultants having specific expertise so that they transfer the knowledge to the companies in a shorter time. But the reality is, in the absence of any viable business from the SME sector in past for historical reasons. In order to thrive, SMEs must be equipped to contend in the new competitive arena. This requires them to

take meaningful action on four fronts, with technology deeply embedded across all of them.

The successful and strategic SMEs may:

- Adopt a global mindset, whether preparing to grow into new markets or defend its home turf from international competitors; this requires changes in technology, culture, and strategy.
- Focus on transformation, with a holistic view of change across the enterprise and strategy, including technology; for many firms, transformation is essential not just to growth but survival.
- Deal with the human factors of skills, hiring, and culture, which touch on nearly every part of the business; technology offers some important ways to manage and optimize global people issues.
- Plan for innovation and differentiation. Keys to reaching the empowered customers and rising markets that define the new global economy; the winners will be those who stand out in a world of competitors and world class Human Resources.

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