7.0. THE IMPLICATIONS

Manpower Planning in both public and private sector banks:

- Manpower Planning plays a critical role in both public and private sector banks. A formal Manpower Planning system along with the support of the top management is at the center of this process. Manpower Planning is increasing being undertaken by both public and private sector banks as a result of diversity in their organizations. Job analysis is at the heart of Manpower Planning in both public and private sector banks.

Recruitment and selection in both public and private sector banks:

- A structured recruitment and selection system with the provisions of proper and timely documentation and follow up along with the considerations of both internal and external sources of recruitment are fundamental to an effective Manpower Planning in both public and private sector banks.

Performance Appraisal in both public and private sector banks:

- A personal assessment policy that satisfies the requirements of providing a conducive environment for a discussion between the apprise and the appraiser on matters of success, failures, achievements, improvements, constraints and helps in mutual goal setting for expected performance for a given year is vital for successful Manpower Planning.

Career planning in both public and private sector banks:

- A career planning policy that provides mentors to candidates to help in their career planning needs is essential for Manpower Planning.

Training and development in both public and private sector banks:

- A proper training and development department with competent people is central to Manpower Planning.
The best way to have a systematic, positive, effective and efficient Manpower Planning mechanism in banks is to plan the various human resource activities like recruitment and selection, performance appraisal, career planning and training and development in a proactive manner, so that the current necessities of achieving organizational objectives and business goals are met and future requirements of a turbulent and dynamic business environment are covered. Manpower Planning experts need to apply their advance knowledge of Manpower Planning activities to lead banks into the uncertain and unstable future through planning in areas like recruitment and selection, performance appraisal, career planning and training and development.

**Four dimensions were identified as factors that affect Manpower Planning in public sector banks:**

1. Labor demand forecast
2. Labor supply
3. Environmental scanning
4. Job analysis.

A vital element of Manpower Planning is the forecast of number and type of personnel needed to achieve organizational objectives and business goals. Many factors help in the forecasting demand of labor in an organization:

1. **External environmental factors:** These include economic, socio-political and legal framework and challenges, technological advancements and competitors.
2. **Organizational context:** These consist of strategic business objectives and goals, sales forecasts, budgetary constraints, organizational job designs and new ventures.
3. **Workforce aspects**: These comprise of retirements, resignations, lay-offs, terminations, absenteeism and workforce diversity. Once the demand forecast is made, the next step is to forecast supply. This is done in two ways:

1. **Internal sources**: the first method practiced by most organizations is to look within the workforce. This method is widely regarded as a cost saving technique as the cost of training new hires is always huge.

2. **External sources**: When the process of acquiring labor from internal sources is not met either due to lack of personnel or high cost involved, demand is met externally by the organization.

**Four dimensions were identified as factors that affect Manpower Planning in private sector banks:**

1. Labor supply  
2. Job analysis  
3. Labor demand forecast  
4. Environmental scanning.

The process of Manpower Planning involves forecasting manpower demand and supply in order to meet organizational and business objectives and goals. Forecasting of manpower rests on the basis of present and future growth and organizational plans. The process of forecasting is based on:

1. **The present workforce**: project and business needs, layoffs, promotions, number of employee quits within the planning period.

2. **Demand for employees**: convert plans and forecasts into the demand for workforce within the planning period.
3. **Comparison of demand and supply:** account for net additions and subtractions.

**Two dimensions were identified as factors that affect recruitment and selection in public sector banks:**

1. Cost-effective budget for recruitment and selection
2. Recruitment and selection process is systematic and efficient.

Recruitment and selection budget is an important activity for banks. The budget allocation especially for recruitment and selection purposes is responsible for attracting the right talent for banks, for giving equal opportunities to current bank employees and ensuring that the recruitment and selection process is done keeping in mind all employees irrespective of levels and grades.

**Two dimensions were identified as factors that affect recruitment and selection in private sector banks:**

1. Recruitment and selection process is systematic and efficient.
2. Cost-effective budget for recruitment and selection.

A systematic, efficient and cost-effective recruitment and selection process throws favorable results for organizations.

**Dimensions identified for performance appraisal in public and private sector banks:**

- The most important dimension identified for performance appraisal in both public and private sector banks is that the appraisal system has the quality to make an employee discover his/her potential.

**Dimensions identified for career planning in public and private sector banks:**
• The most important dimension identified for career planning in public sector banks is that the career planning system highlights candidates for promotion.

• The most important dimension identified for career planning in private sector banks is that the mentors are provided to manage candidate’s career planning needs.

**Dimensions identified for training and development in public and private sector banks:**

• The most important dimension identified for training and development in public sector banks is that training improves performance.

• The most important dimension identified for training and development in private sector banks is that the respondent is satisfied with the training process.