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IMPACT OF MANPOWER PLANNING ON EMPLOYEE PRODUCTIVITY: AN ANALYTICAL STUDY ON MANUFACTURING INDUSTRIES OF DELHI/NCR

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ABSTRACT

The essence of this research is that manpower planning has been found to be fit for having beneficial outcomes for the development in an organization and the quality existence of the individuals by putting the right number of representatives to act in a powerful and effective way towards attainment of the goals and objectives of an organization. The purpose of this research is to know the impact of manpower planning on employee productivity in manufacturing industry. For our research we have chosen the eight medical device manufacturing industry of Delhi/NCR. Primary data has been collected through questionnaires. 506 questionnaires have been circulated to 506 employees at non-managerial level and 46 questionnaires have been circulated to managerial level. It can be concluded from the findings that the employees of the organization have very well understanding of the vision, mission and goals of the organization but they are still in ambiguity that their qualification and skills matches with the job assigned to them. . So, the organization should take necessary and adequate steps to improve upon factors like technical supervision, interpersonal relations, salary and working conditions. There also exists a correlation between the intrinsic variables and employee performance.

KEYWORDS: Manpower planning, organizational development, employee productivity, training and development

1. INTRODUCTION

1.1 MANPOWER PLANNING

Human resource planning is one of the developing zones of academic research. Organization view its human resource as their core competency since it would lead towards better organizational performance and productivity. Organization view its human resource as their core competency since it would lead towards better organizational performance and productivity. Human resource planning was introduced on the grounds that at past time there

was no reasonable management of overseeing individuals inside the organization and positively while following the human resource management, top managers realized that the proficiency of work has expanded and unquestionably there were a few strategies and process created which can increase the organizational performance, at that point progressively the entire layout of human resource management was made and it was concerning the staffing needs, its demand and supply.

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1.2 Major issues and problem of manpower planning in manufacturing industry

Today human resource is viewed as the most important resource of any organization, not simply the money and the actual types of equipment. Human resource is the information, aptitudes, disposition, talents, capacities, qualities and advantages of the people working in an organization. The presentation of the organization and the subsequent profitability are legitimately relative to the quality and amount of HR utilized. Hence developing and keeping up compelling HR is significant capacity of human resource management. In this research, the study focused in on the manpower planning issue identifying with the exhibition of workers of manufacturing industry. For the detailed study of the problem we will analyze the ability, profitability and execution of the workers. The relationship is surveyed between the exhibition of the representative and extraneous factors and natural factors of efficiency. For any organization, to fulfill their customer needs there is a need to fulfill their employee's needs and satisfaction. Along these lines, we will examine the relationship between the worker fulfillment and its effect on the consumer loyalty in manufacturing industry. In Present days the workplace has a lot of effect on the representatives who work for extended periods of working. Accordingly, they can't be simply happy with the more significant compensations, remuneration and different advantages; they additionally search for advantageous working conditions at the work environment that assists with improving the profitability and the nature of results. Consequently, this study focuses on the physical and social segments at work and their relationship with the exhibition of the employees working in manufacturing industry.

1.3 Rational of the study

The present study is significant from various points of view:

Manufacturing has traditionally played a significant role in the economic development, growth and advancement of nations. In developing countries like India, the significance of manufacturing has reduced in the course of the last 20-25 years, bringing about de-industrialization. However industrialization or expansions in the portion of manufacturing in Gross Domestic Product (GDP) is a vital element of modern economic growth.

Historically, fabricating or manufacturing has been the foundation of all developed and developing countries. It is the place where R&D begins, where new advancements are conceived, where researchers and engineers and others are challenged to grow new and better processes, products and innovations.

Organizations should connect manufacturing targets to their essential business goals. Manufacturing objectives like improving quality, decreasing expenses, speeding throughput and expanding creation adaptability assist organizations with contending adequately and meet their customer's value, quality and conveyance necessities.

2.0 This research is primarily focuses on the following objectives:

- ❖ To ascertain the need of manpower planning in manufacturing industry.
- ❖ To know the impact of manpower planning on employee productivity.
- ❖ To analyze the relationship of employee productivity with extrinsic and intrinsic variables.

3.0 SIGNIFICANCE OF THE STUDY

Manpower planning is the initial phase during the procurement of HR of an organization. It

covers more than essentially making planning for the future manpower needs of an organization. Manpower Planning is a two-staged cycle as manpower planning examinations the current HR as well as makes manpower estimates and in this manner draw employment programs.

This study decides the degree of productivity among the employees working in the manufacturing industry. This thus decides the presentation through which the ideal usage of the enlisted faculty should be possible to nullify the excess and repetitive posts as this straightforwardly influences the expense and the general targets of the organization.

4.0 HYPOTHESIS OF THE STUDY

H1.0: There exists no significant difference between employees productivity with extrinsic variables.

H1.1: There exists significant difference between employees productivity with extrinsic variables.

H2.0: There exists no significant difference between employees productivity with intrinsic variables.

H2.1: There exists significant difference between employees productivity with intrinsic variables.

5.0 LITERATURE REVIEW

Susan(2005)Human resource management is the capacity inside an association that centers around enlistment of, the board of and giving guidance for the individuals who work in the association. Human Resource the board can likewise be performed by line supervisor. Human asset the executives is the authoritative capacity that manages issues identified with individuals, for example, remuneration, recruiting, execution the executives, association advancement, security, wellbeing.

Michael (2006) has indicated that "the human resource happens inside the setting of the association. The degree to which it is utilized,

and the methodology embraced, will be dependent upon the degree to which the board perceives that achievement relies upon anticipating future individuals prerequisite and actualizing plan to fulfill those necessity. The methodology will likewise be influenced by how much it is conceivable to make exact estimates. Associations working in tempestuous conditions in future action levels are hard to anticipate may transfer on specially appointed and momentary measure to enroll and keep individuals. In any case, even these organizations may profit by those parts of human resource planning that are worried about strategies for drawing in and holding key staff".

Renuks Vembu(2010) Human resource is promoted as the most significant, compelling and effective resource of an association. Onah planned human asset as comprising of people working for an association independent of the post they involve or holding in association. Since the utilization of HR and labor are a similar at that point, it demonstrates that HR implies having the perfect individuals having the correct abilities in place at opportune time.

Jonathan Rice (2011) expressed that Human Resource Planning is a dependable procedure composed in a manner that appropriately utilizes the human asset of the association. So as to make and keep up the best fit between the activity and representative, arranging is given unique consideration.

Sarkodie W.G (2011) has uncovered in his proposal study that appropriate without human asset arranging associations can't achieve their objectives. In various associations, alongside representatives own diverse ranges of abilities, capacities and information, authoritative assets add to guarantee continued growth and improvement. Al Ahmadi (2009) stressed that

exhibition improvement doesn't result just from great execution of framework, rather inspired and submitted human resource likewise has its impact which is conceivable by fruitful usage of human resource strategy.

Aslam et al (2013) expounded that association which considers human asset arranging as the critical and basic aspect of their human asset the executives end up being useful as far as managing its human asset capital which might make the association to champion of the opposition winning on the lookout.

Jameenderritesh(2014) Contemplated the significance and effect of Human Resource Planning in Effectiveness and Competitiveness of an Organization and felt that HRP is fundamental to Prevent deficiency of human asset and ability Satisfy future staffing needs , Avoid mechanical turmoil Show the progression of data of people and increment profitability and presumed that Effective manpower planning should grasp the acquirement, business, improvement and support of human resource management.

6.0 RESEARCH METHODOLOGY

6.1 Kind of research:

This research is about impact of manpower planning on employee productivity. We have chosen the eight manufacturing industries of DELHI/NCR. For this purpose we also checked the determinants of manpower planning like selection, training and incentives on the measure of organizational performance and their productivity like job satisfaction, employee motivation in the medical device manufacturing industry. SPSS will be used as a tool to analyze the data collected for the research after checking the reliability and validity of the data collected. The chi-square test, correlation and multiple

regressions will be used to analyze the data collected in order to satisfy the objectives defined in this study.

6.2 Variables:

There are two variables of the study: (a) extrinsic variables (b) intrinsic variables

6.3 Target Population:

The target population included the managerial and non-managerial personnel's from different manufacturing industries of Delhi/NCR.

6.4 Method of Data Collection:

Data collection is an important part of the methodology. The method of the data collection used in the research was questionnaire methods. In order to quantify the research findings multiple choice and close ended questionnaire will be designed with the research objectives in mind. This method enabled one to collect the different views and opinions. The respondents are instructed to tick an appropriate box for each question. Two separate questionnaires were developed to carry out the research and to determine the results for the objectives. The questionnaires contained questions related to the company policy, Technical supervision, interpersonal relations, salary, working condition, achievement, recognition, pay , promotion.

Questionnaire will be designed to obtain information from:

- (1) Questionnaire I for Managerial Level
- (2) Questionnaire II for Non-Managerial Level

6.5 Sample Size:

Sample size of 550 was drawn for the purpose of carrying out of this research. Out of which 504 were the employees from operational level and 46 were from the managerial level of the medical device manufacturing companies.

Table 6.5 - Composition of the Sample

No. of companies	Non-Managers	Managers
Creative Health Care	60	6
DNS Surgical Hub	57	6
Saksham Allisco	70	7
All India Surgico	66	5
Ranjana Engineering	64	7
Incredible Device Hub	70	4
Naulakha Industry	72	5
Amrad Medicals	45	6
TOTAL- 8	TOTAL- 504	TOTAL- 46

There were total 46 managers and 504 employees from all medical device manufacturing industries. All were included as the sample for the research. 504 questionnaires were circulated for non-managerial level. for the non-managerial level , we received response from questionnaires, 60 were from creative health care , 57 were from DNS surgical hub , 70 were from sakhsham allisco , 66 were from all india surgico , 64 were from ranjana engineering , 70 were from incredible device hub , 72 were from naulakha industry , 45 were from amrad medicals. 46 questionnaires were circulated to all the managers of eight medical device manufacturing industries, we received response from questionnaires, 6 were from creative health care, 6 were from DNS surgical hub, 7 responses were

from saksham allisco , 5 were from all india surgico , 7 were from ranjana engineering , 4 were from incredible device hub , 5 were from naulkaha industry , 6 were from amrad medicals.

7.0 LIMITATIONS OF THE STUDY:

Following are the few limitations of the study:

1. Sample Selection – There are total 35 medical device manufacturing industries in Delhi/NCR, 6 in Delhi and 29 in NCR. In our study we have selected 4 from Delhi and 4 from NCR. To give more proper view work has to be done on more number of industries so that response for whole medical manufacturing industries can be achieved.

2. Data Collection- A questionnaire is an instrument used to gather information related to the research work. In order to quantify the

research findings multiple choice and close ended questionnaire will be designed with the research objectives in mind. This method enabled one to collect the different views and opinions. Other methods could be used for collecting the data.

8.0 NEED OF MANPOWER PLANNING IN MANUFACTURING INDUSTRY

In an organization, the expected abilities and limit of every employee assumes a noteworthy job where the manpower planning is considered as the most significant cycle. It is totally reliant on deciding the prerequisites of the organization and attempts to invest in all the amounts of energy that could lead towards the achievement. Through exploration and realities, it is demonstrated that the positive improvement of a business or the organization can be created through the successful business planning. The viable planning measure incorporates the plans and the arrangements made based on the desires and minds which could bring about the errands execution in the most composed and competent strategies. This cycle is all under the management and the planning activities of the hierarchical structures with the assistance of obligation tasks to the workers that depends on the achievement of the destinations set and arranged by the business organizations. For a business, it is significant that the right people are selected at the right time for the right place. This idea fundamentally incorporates the complete and wide scope of number of exercises that are straightforwardly identified with the administration of man, without considering manpower planning simultaneously. It is centered on the compelling and effective utilization of various human components present in the organization that helps in the satisfaction

of different labor needs of the organization dependent on the circumstances when it is required. The way toward uncovering and understanding the real prerequisite of labor and difference implies that helps in the satisfaction of those necessities by utilizing the coordinated arrangement structured by the organization is known as manpower planning. Manpower planning is a key for each specific organization so it can play out its exercises adequately and effectively that helps in the creation of wanted outcomes. It should be conceivable that the advancement of the organization alongside its achievement is considered as profoundly serious for keeping the business for what it's worth. Manpower Planning is a two-staged interaction because manpower planning not only observes the current HR as well as makes manpower forecasts and in this way draws employment programs. Likewise, it attempts the advancement of an organization alongside the accomplishment of the business that can be accomplished from the ability, information, aptitudes and experience of the representatives working in an organization. It is in direct connection with both the powerful enlistment and determination measure so the talented laborers that are working in an organization can be made accessible to the business or the organization, at whatever point it requires. Manpower Planning assumes a significant job in the commitment of the business or authoritative goals accomplishment because of the different reasons that is vital for the cycle. There are numerous components that help to drive the necessary planning of labor by the organization. It is vital in the unique circumstances when the general exhibition of the work is investigated and it gets hard to transform it. There were situations when the representatives that have developed old were supplanted by the

comparable match or the ones who got old and fall into bed because of some genuine wellbeing conditions including mental issues, shortcoming, ailment, injury or whatever other ailments that could make an unsettling influence to both the body and the psyche of a worker. The viable execution of labor permits the investigation of both present and future required opportunities. These sorts of circumstances happen when the worker gets the exchange, advancement to higher positions or they get resigned. It likewise manages certain different sorts of circumstance or situations when the representative profit some leave or they are missing because of some condition. Business organizations require individual have including experience and capabilities that can be practiced just however the manpower planning measure. It is so in light of the fact that the undertakings doled out could be completed in a most ideal manner. For moving the talented labor to a particular action or territory, the distinguishing proof of both excess and deficiency of workers is basic so additional representatives could be given on account of labor lack. There are a portion of the significant undertakings that are connected with the manpower planning are request, gracefully and review of genuine labor. The planning ought to be made by the examination of required absolute labor. Along these lines, there is an extraordinary need of the skilled labor which can be satisfied internally and externally.

Table9.2 : One-Sample Test of employee productivity with intrinsic variables of managers

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Achievements	24.701	45	.000	1.511	1.39	1.63
Recognition	17.160	45	.000	.486	.43	.54
Work itself	67.998	45	.000	1.791	1.74	1.84

9.0 Relationship between employee productivity with intrinsic variables of managers:

The above hypothesis has been tested using t-test. T-test is one of the inferential statistics which is used to determine whether there exists a significant difference between the means of two groups which may be linked or related in certain characteristics. The following hypothesis has been tested for the *managers*.

Table9.1 : One-Sample Statistics of employee productivity with intrinsic variables of managers

	N	Mean	Std. Deviation	Std. Error Mean
Achievements	46	3.51	.415	.061
Recognition	46	2.49	.192	.028
Work itself	46	3.79	.179	.026
Responsibility	46	2.39	.179	.026
Performance	46	4.39	.493	.073

From the above table, it is observed that the mean values of the intrinsic variables i.e., Achievements, recognition, work itself and responsibility lies between 2 and 4, whereas the mean value of the employee productivity is more than 4 i.e.,4.39. Hence, there seems to be a significant difference between the employee productivity and the intrinsic variables.

Responsibility	14.878	45	.000	.394	.34	.45
Performance	32.869	45	.000	2.391	2.24	2.54

The table above shows the t-test of the employee productivity and the intrinsic variables. The degree of freedom (df) is 45 and the critical t value at 45 df is 1.679. If the critical t value is less than the observed t-value, then the null hypothesis is rejected. In all the intrinsic variables and the employee productivity, the critical t-value is less than the observed value in

the table. So, we can reject the null hypothesis. Moreover, in all the cases the significance level is 0.000 which is less than the value of alpha i.e., 0.05. Thus we can infer that the null hypothesis is rejected and the alternate hypothesis is accepted that there exists significant difference between employees productivity with intrinsic variables.

Table9.3: Paired Samples Test of employee productivity with intrinsic variables of managers

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Achievements - Performance	-.880	.701	.103	-1.089	-.672	-8.522	45	.000
Pair 2	recognition - Performance	-1.906	.566	.083	-2.074	-1.738	-22.830	45	.000
Pair 3	Work itself - Performance	-.600	.551	.081	-.764	-.436	-7.381	45	.000
Pair 4	Responsibility - Performance	-1.998	.543	.080	-2.159	-1.836	-24.971	45	.000

The table above shows the paired Samples Test of employee productivity with intrinsic variables of managers. In all the pairs the significance level is 0.000 which is less than the value of alpha i.e., 0.05. Thus we can infer that the null hypothesis is rejected and the alternate hypothesis is accepted that there exists significant difference

between employees productivity with intrinsic variables.

Hypothesis 2 is accepted for managers.

10.0 Relationship between employee productivity with intrinsic variables of managers:

Table10.1: One-Sample Test of employee productivity with intrinsic variables of non-managers

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference

					Lower	Upper
Achievement	64.477	503	0	1.117	1.08	1.15
Recognition	40.053	503	0	0.319	0.3	0.33
Work itself	169.183	503	0	2.045	2.02	2.07
Responsibility	25.578	503	0	0.214	0.2	0.23
Productivity	71.805	503	0	2.274	2.21	2.34

The table above shows the t-test of the employee productivity and the intrinsic variables. In all the cases the significance level is 0.000 which is less than the value of alpha i.e., 0.05. Thus we can infer that the null hypothesis is rejected and the alternate hypothesis is accepted that there exists

significant difference between employees performance with intrinsic variables of non-managers.

Hypothesis 2 is accepted for non-managers.

Table 10.2: One-Sample Test of employee productivity with intrinsic variables of non-managers

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Achievement	64.477	503	.000	1.117	1.08	1.15
Recognition	40.053	503	.000	.319	.30	.33
Work itself	169.183	503	.000	2.045	2.02	2.07
Responsibility	25.578	503	.000	.214	.20	.23
Productivity	71.805	503	.000	2.274	2.21	2.34

The table above shows the t-test of the employee productivity and the intrinsic variables. In all the cases the significance level is 0.000 which is less than the value of alpha i.e., 0.05. Thus we can infer that the null hypothesis is rejected and the alternate hypothesis is accepted that there exists significant difference between employees performance with intrinsic variables of non-managers.

11.0 Relationship between Employee productivity with Extrinsic Variables of managers:

The above hypothesis has been tested using t-test. T-test is one of the inferential statistics which is used to determine whether there exists a significant difference between the means of two groups which may be linked or related in certain characteristics. The following hypothesis has been tested for the *managers*.

Table11.1 : One-Sample Statistics of employee productivity with extrinsic variables of managers

	N	Mean	Std. Deviation	Std. Error Mean
Company policy	46	2.43	0.407	0.06
Technical supervision	46	3.1	0.3	0.044
Interpersonal relations	46	2.98	0.301	0.044
Salary	46	3.94	0.164	0.024
Working Conditions	46	3.89	0.209	0.031
Employee productivity	46	4.39	0.493	0.073

From the above table it is observed that the mean values of the extrinsic variables i.e., company policy, technical supervision, interpersonal relations, salary and working conditions lies between 2 and 4, whereas the mean value of the employee productivity is more than 4 i.e.,4.39. Hence, there seems to be a significant difference between the employee productivity and the extrinsic variables.

Table11.2 : One-Sample Test of employee productivity with extrinsic variables of managers

	t	d f	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Company policy	7.153	45	0	0.429	0.31	0.55
Technical supervision	24.838	45	0	1.1	1.01	1.19
Interpersonal relations	22.171	45	0	0.983	0.89	1.07
Salary	80.271	45	0	1.939	1.89	1.99
Working Conditions	61.154	45	0	1.888	1.83	1.95
Performance	32.869	45	0	2.391	2.24	2.54

The table above shows the t-test of the employee productivity and the extrinsic variables. The degree of freedom (df) is 45 and the critical t value at 45 df is 1.679. If the critical t value is less than the observed t-value, then the null hypothesis is rejected. In all the extrinsic variables and the employee productivity, the critical t-value is less than the observed value in the table. So, we can reject the null hypothesis. Moreover, in all the cases the significance level is 0.000 which is less than the value of alpha i.e., 0.05. Thus we can infer that the null hypothesis is rejected and the alternate hypothesis is accepted that there exists significant difference

between employees productivity with extrinsic variables.

Table 11.3 : Paired Samples Test of employee productivity with extrinsic variables of managers

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Company policy - Productivity	-1.962	0.612	0.09	-2.144	-1.78	21.732	45	0
Pair 2	Technical supervision - Productivity	-1.291	0.538	0.079	-1.451	-1.132	16.284	45	0
Pair 3	Interpersonal relations - Productivity	-1.409	0.573	0.085	-1.579	-1.238	16.662	45	0
Pair 4	Salary – productivity	-0.453	0.557	0.082	-0.618	-0.287	-5.511	45	0
Pair 5	Working Conditions - Productivity	-0.503	0.53	0.078	-0.66	-0.345	-6.434	45	0

The table above shows the paired Samples Test of employee productivity with extrinsic variables of managers. In all the pairs the significance level is 0.000 which is less than the value of alpha i.e., 0.05. Thus we can infer that the null hypothesis is rejected and the alternate hypothesis is accepted that there exists significant difference

between employees productivity with extrinsic variables.

Hypothesis 1 is accepted for managers.

12.0 Relationship Between Employee productivity with Extrinsic variables of non-managers:

Table12.1: One-Sample Statistics of employee productivity with extrinsic variables of non-managers

	N	Mean	Std. Deviation	Std. Error Mean
technical supervision	504	2.252	.2926	.0130
Interpersonal relations	504	3.58	.161	.007
Working Conditions	504	3.71	.381	.017
Productivity	504	4.27	.711	.032

From the above table it is observed that the mean values of the extrinsic variables i.e., technical supervision, interpersonal relations, and working conditions lies between 2 and 4, whereas the mean value of the employee productivity is more than 4 i.e.,4.27. Hence, there seems to be a significant difference between the employee productivity of non-managers and the extrinsic variables.

Table12.2: One-Sample Test of employee performance with extrinsic variables of non-managers

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
technical supervision	19.304	503	.000	.2516	.226	.277

Interpersonal relations	220.8153	503	.000	1.581	1.57	1.60
Working conditions	101.1223	503	.000	1.714	1.68	1.75
Performance	71.8053	503	.000	2.274	2.21	2.34

The table, above shows the t-test of the employee performance and the extrinsic variables. The degree of freedom (df) is 45 and the critical t value at 45 df is 1.679. In all the cases the significance level is 0.000 which is less than the value of alpha i.e., 0.05. Thus we can infer that the null hypothesis is rejected and the alternate hypothesis is accepted that there exists significant difference between employees productivity with extrinsic variables of non-managers. **Hypothesis 1 is accepted for non-managers**

13.0 Impact of Manpower Planning on Employee Productivity

Employee Productivity is a record of the outcomes delivered in a particular occupation capacity or movement during a explicit time span related with organizational goals (Bayley, 2010). It is the outcome delivered by a particular practical unit or individual movement over a given period and not the individual qualities of representatives who playing out the work. Overseeing Employee Productivity is a basic piece of the Human Resource the executives work that all administrators engage in through the workers' working life. Execution estimation frameworks are portrayed as the general arrangement of measurements used to evaluate

both the productivity and viability of activity (Shepherd and Gunter, 2006). Indicating high execution when achieving errands results in fulfillment, sensations of self-adequacy and dominance (Bandura, 1997). Given the centrality of work execution in associations, estimation of singular execution should catch and reflect work execution in a way that is both solid and legitimate. People vary impressively in degrees of work execution. In positions with low trouble, the execution of the best worker surpasses the most minimal entertainers between two to multiple times, while in positions with high trouble, most elevated entertainers may surpass the least entertainers by indeed, even a more noteworthy proportion (Campbell, Glazer, and Oswald, 2006), in view of capacities, information, experience, and no psychological qualities.

14.0 Gaps Analyzed in the Study

Manufacturing has emerged as one of the high growth sectors in India. The manufacturing industry of medical devices is expanding quickly, with few signs of slowing down any time soon. If employee want to meet market demands and compete globally in the job market , they will need to focus on adopting to the changing workplace and adopt creative strategies to address today's unique industry challenges. HR challenges in manufacturing cannot be completely eliminated , but they can be mitigated considerably by redefining HR's Approach to the recruitment , management and development of talent.

- ❖ Literature review shows that a very few study has been done on manpower planning in the manufacturing industry of the medical devices and there is need to do lot in it. Therefore, this study fills the gaps by analyzing the manpower

planning in respect to that manufacturing industry.

- ❖ Literature review has not study about the core relationship between workplace environment and employee productivity in an organization but our study focuses on this relationship and their impacts earlier study did not focus.

CONCLUSION

It can be concluded from the observed findings that the employees of the organization have very well understood the vision, mission and goals of the organization but they are still in ambiguity that their qualification and skills matches with the job assigned to them. So, organization and the superiors must in regular intervals orient them about the goals and strategies of the organization. There seems to be a cordial relationship between the managers and the employees, but the superiors should inculcate the habit of providing feedback at regular intervals, which seems to be lacking. The organization should take special steps to improve the physical ambience emphasizing on adequate workspace, proper lighting and noise management. It is revealed from the test results that there seems to be a significant difference between the employee productivity and extrinsic variables, and there exists a correlation between extrinsic variables and employee performance. So, the organization should take necessary and adequate steps to improve upon factors like technical supervision, interpersonal relations, salary and working conditions. There also exists a correlation between the intrinsic variables and employee performance.

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