

**IMPACT OF MANPOWER PLANNING ON ORGANIZATIONAL PERFORMANCE  
(A STUDY OF CHUKWUEMEKA ODUMEGWU OJUKWU UNIVERSITY AND  
FEDERAL POLYTECHNIC OKO IN ANAMBRA STATE, NIGERIA.)**

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**ABSTRACT**

This study anchored on impact of manpower planning challenges on organizational performance, a study of Chukwuemeka Odumekwu Ojukwu University and Federal Polytechnic Oko Anambra State. The specific objectives of the study were to; ascertain the impact of planning on the survival of selected tertiary institutions in Anambra State, evaluate the effect of employee training on the performance of selected tertiary institutions in Anambra State, examine the impact of employee recruitment and selection on the growth of selected tertiary institutions 'in Anambra State and investigate the challenges mitigating against manpower planning facing in the selected tertiary institutions in Anambra State. The study was guided by a descriptive survey design because it gives detailed information about issues, problems, events and describes events as they are. Both primary and secondary data were used. The population of the study was 3266 employees and the sample size of 356 respondents was obtained using Taro Yamane techniques. The researcher used questionnaire for data collection. The data gathered for the study was analyzed using descriptive analysts on correlation was used to test hypotheses with the aid of statistical packages for social sciences (SPSS). The empirical result of the study showed that there is significant impact of planning on the survival of selected tertiary institutions in Anambra State. The study revealed that employee training has a positive significant effect on the performance of selected tertiary institutions in Anambra State. The study found that there is significant impact of employee recruitment and selection on the growth of selected tertiary institutions in Anambra state. Finally, the study confirmed that inadequate employee recruitment and selection policy and ineffective leadership were among the challenges militating against manpower planning facing in the selected tertiary institutions in Anambra State. The study recommended that tertiary institutions should make policies that will enhance their organizational performance and reduce their cost efficiency.

**Key Words: Planning, Survival, Employee Training, Performance, Growth, Employee Recruitment and Selection.**

**INTRODUCTION**

**Background of the Study**

Manpower planning is also known as human resources planning, and it is the process that management uses to determine the manner in which an organization should move from point A to point B, in terms of manpower. This happens

through planning and development, and enables management to have the right kinds of employees in the right number in the right place at the right time. Together, having the right manpower will help the organization achieve its goals, and will also benefit individual employees in the best way possible. This kind of planning enables human

resource departments to forecast which human resources are required to perform which jobs. The human resource department will also assess which skills are required of employees for each job. It is fairly complex and, if done correctly, this will aid human resource in estimating its future position in terms of demand and supply. Basically, this gives the human resource department a snapshot of the future, and helps the department plan ahead for what's to come (Armstrong, 2005).

Manpower Planning must play a more strategic role in the success of an organization. Organizations that do not put their emphasis on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their manpower. This therefore calls for effective manpower planning in any organization. In carrying out the manpower planning the human resource manager faces a number of challenges which include the dynamic nature of the environment of corporate planning particularly with respect to manpower planning which creates major difficulties in predicting the future state of affairs. The result is that manpower planning horizon is increasingly getting shorter and is less accurate than years before. Planners must increasingly develop flexible planning scenarios leading to contingent plans. Work processes, norms and procedures may change requiring people to learn new ways of doing things. Such change may be viewed as threatening. Employees may or may not be in agreement about the need for and direction of change. The changes may result at least temporarily in worry, fear and insecurity among the workforce, breakdown in employee morale and a decline in productivity (Bach, 2000).

Manpower planning is a set of strategies and the process of manpower that plans itself. An effective human resources plan will provide various mechanisms designed to get rid of talent gaps, which may exist between the organization's supply of labor and its demand for the same. It is a highly dynamic process by nature, and it requires regular adjustments, as the conditions in the labor market keep changing. Manpower planning influences employee skills through the acquisition and development of a firm's human capital. Recruiting procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regiment will have a substantial influence over the quality and type of skills new employee possess. Providing formal and informal training experiences such as basic skill training, on the job experience, coaching, monitoring and management development, can further influence employees' development. (Stewart, 2012).

The effectiveness of manpower planning will be limited if they are not motivated to perform, however, manpower planning can affect employee motivation by encouraging them to work both harder and smarter. Example of firm's efforts to direct and motivate employee behavior include the use of internal promotion systems that focus on employee merit and other forms of incentives intended to align the interests of the employees with those of shareholders. Wagner (2000) noted that the contribution of even a highly skilled and motivated workforce will be limited if jobs are structured or programmed, in such a way that employees, who presumably know their work better than anyone else, do not have the opportunity to use their roles. Thus, manpower planning can also influence the firm's performance through the provision of organizational structures that encourage participation among employees

and allow them to improve how their jobs are all examples of such structures.

Planners, policy makers and leaders of institutions need up-to-date, accurate data on employees in order to plan and implement changes in a rationale, efficient and humane way. They need to know what manpower exists and the information about the capacity of this workforce. Planners require information on numbers of employees, their salaries, positions held, professional qualifications, managerial and supervisory experience, and training received their capacities, their professional development needs, and their seniority and contract terms. Unfortunately, this data is sometimes not readily available accurate or up-to-date (Roberts, 2002).

#### **Statement of the Problem**

Manpower planning is a critical component and a determinant of an organizations performance. The researcher observed that there are Inadequate staffing levels, lack of appropriate skill manpower, poor staff attitude, low morale, lack of in-service training of staff, inadequate manpower welfare packages, lack of communication gap between the staff and management, problem of selecting right staff for the job, and weak supervision undermine the quality of services provided at the institutions. There are regional disparities in staff distribution. Retention of skilled staff have been a major challenge in the institutions, due to this the staff are overworked especially in class work.

Manpower planning is faced with a series of difficulties which result into challenges that the planners face. Among the main challenges are: Forecasting the macro environment of the firm, gathering information about the workforce in each institution, accurate information and analysis on personnel costs, information about

the labor laws and regulations, the existing personnel policies of each institution, the capacity to understand the new job competencies needed and develop new staff roles and training for employees, mechanisms for improving organizational and employee performance and improvement in work processes, information about performance based contracts and incentives and capacity to develop the necessary systems, change management process and Performance management and supervision systems. The dynamic nature of the environment of corporate planning particularly with respect to manpower planning creates major difficulties in predicting the future state of affairs. The result is that manpower planning horizon is increasingly getting shorter and is less accurate than years before. Planners must increasingly develop flexible planning scenarios leading to contingent plans. All these problems have been a great challenge facing the institution which the researcher will suggest possible solutions.

#### **Objectives of the Study**

The broad objective of the study is to examine the Impact of manpower planning challenges on organizational performance, a study of Chukwuemeka Odumegwu Ojukwu University and Federal Polytechnic Oko. The specific objectives of the study were to;

- i. ascertain the impact of planning on the survival of selected tertiary institutions in Anambra State
- ii. evaluate the effect of employee training on the performance of selected tertiary institutions in Anambra State

#### **Research Questions**

- i. Does planning has an impact on the survival of selected tertiary institutions in

Anambra State?

- ii. To what extent does employee training affect the performance of selected tertiary institutions in Anambra State.

### Research Hypotheses

The null hypotheses was tested at 0.05 level of significance in this study.

**H01:** There is no significant impact of planning on the survival of selected tertiary institutions in Anambra State

**H02:** Employee training has no significant effect on the performance of selected tertiary institutions in Anambra State

## REVIEW OF RELATED LITERATURE

### Conceptual Framework

#### Manpower Planning

Manpower planning in the public and private sector of the nation's economic planners/analyst and industry operators as a necessary ingredient that enhance and promote productivity. It is against this background that many authors in their literatures threw their weight and opinions on manpower development and seeing it as a panacea for improved productivity. Nwachukwu (2001) stated that planning is the first and perhaps the most important function of the entrepreneur. He observed that the essence of planning involves the establishment of objective, strategies to achieve the objectives and the steps by step determination of the activities and the sources the achievement. Planning is important for its primary and pervasiveness. In line with the above, it threw further light on this by explaining that the main function of the personnel officer starts with- staff and products to increase sales so that personnel officer plans and see that the organization has the right employees. Staffing the

organization adequately should not just be one day's unsystematic and intuitive activity.

It is a duty that should be given adequate timing so that the organization can have the best if possible. Planning in general is futuristic so manpower planning is expected to cover all the future human resources requirement of the organization such planning is expected to cover long and short terms plans. Planning is a systematic method for the effective and efficient management of organization. It is the setting of objectives and goals and the formulation and selection of alternative strategies and cause of actions to reach them. Planning in the sense, should be a continuing process and not a once in a year exercise.

Okenwa (2005) proposed that in the process of organizing the business must constantly realize he is organizing people to working and to produce the process of staffing involves the analysis of staff requirements and filling the various positions with the right persons. Urbanization is a formed association of individuals working co-operatively as a team towards a common purpose under authority and leadership. It is the effective and co-ordinate performance in individual employees that constitute the purpose of creating organization structures. The author further stated that a business organization should influence selection of personnel rather than the availability of a given individual to determine the structure of the organization.

There is always the risk in living subordinates in the small business. The large firm can draw upon a wider market, can sometimes compete better in terms of salary and fringe benefits and so can recruit able bodies men and more readily.

More so, Ikedi (2007) argued that man power planning is the act of developing a frame work programme that would be required for sensitive position in the business enterprise for better management of the system. It entails the condition of the knowledge qualification, experience and competence for recruitment in an enterprise. It considers timing and stages of business development before living the need staff. Manpower planning focuses on the determination of the scope of the business and labor requirement. It focuses on selection and recruitment of competent labor to take control of some aspect of the business operation. Manpower planning takes consideration of the planning for the selections, recruitment and at ensuring that can organization reacts to its internal and external environment which it has now and continues to have in future. The members and qualified people who will be required to enable the undertaken to achieve output in terms of good and service within whatever to. Constraint of efficiency may be imposes on it. It's also aims at matching on continuous basis. The characteristic of the labor available to the characteristic of the labor required can by devising appropriate politics and programmes.

Obi (2005) exemplifying that the aim of man power planning or the aim of developing manpower plan is to achieve corporate objective through the development of strategies designed to maximize the contribution of manpower. The main function of the personnel officers starts with staff .planning of the organization. As the marketing officer plans on how to handle the marketing staff and products to increase sales so the personnel officer plans to see that the organization has the rightful employees. He stresses that staffing the organization adequately should not just be one

day unsystematic and initiative activities. It is a duty that should be given adequate timing so that the organization can have the best if possible. Planning in general is futuristic. So manpower planning is expected to cover all the 'future human resources requirement of the organization. Such planning is expected to cover long and short terms plans virtually all business enterprise always place or attach much importance on manpower planning to ensure that the firm thrives and maintains maximum and sustainable growth. Without adequate manpower planning in business establishment, there is little the business would achieve. This is because the competent and capable work force would not be hired or recruited, and placed where there could display their talent, knowledge and experience. Manpower requirement in most instances is one of the areas that entrepreneurs always consider in their planning.

Manpower planning then translates the organization's objectives and plans into the number of workers needed to meet those objectives. Without clear cut planning, estimation of organizations manpower needs is reduced to mere guesswork. it constitute one of the major strategies to enhance and improve work performances, this it does by removing deficiencies and prevent deficiencies from occurring. Manpower Planning helps the organization to tap efficiently talents which will help to integrate both the individual and organizational goal. This will consequently minimize some of the problem associated with low productivity, absenteeism and labor turn over. A good Manpower Planning must respond appropriately to the rapid change in the society and must go beyond forecasting to all aspect of Personnel Management. Manpower Planning is

equally defined as the process of assessing an organization's human resources needs in the light of organizational goals and changing condition and making plans to ensure that a stable workforce is employed. The actual planning process will vary a great deal from organization to organization. (Annasus 2007).

### **Benefits of Manpower Planning to an Organization**

Obi (2005) itemized the following as reasons why manpower planning is very important in both public and private business sector.

1. Manpower planning is a personnel function that seeks to anticipate growth and ensure that the rightful number and types of staff are retained, developed or recruited, that backup personnel are trained to ensure continuity in case a particular key member of staff leaves or dies or promoted to new post.
2. Manpower planning helps to take care of labour mobility. In competitive environment such as ours, organization are competing for highly skill personnel and only means to secure them is through adequate planning moreover, through manpower planning, shortage of labour, over staffing and ghost workers can be avoided. Other importance of manpower planning are:-

Working co-operative as team towards common purpose under authority and leadership. It is effective and co-ordinate performance of individual employees that constitutes the purpose of creating organization structure. A business organization should influence selection of personnel raiser than the availability of given individual to determine the structure of the organization. The large firm can draw upon a wider market, can sometimes compete in terms of

salary and fringe benefits and can also recruit able men more readily. The entrepreneur does not base his selection by specification of education, experience family background, age, race, religion and others (Okenwa, 2005).

### **Manpower Planning Objectives**

**Forecasting the organization's manpower requirements:** Manpower planning is important to the organization, because it helps the organization assess its future needs well in advance. This is how it ensures that the organization always has the right kind of people, in the right number, at the right time, and in the right place.

**Managing change effectively:** Manpower planning helps an organization keep up with the constant change, that affects it in different environments, including the labor environment. Through effective manpower planning, the organization is able to continuously allocate and reallocate its human resources and utilize them efficiently.

**Realizing the goals of the organization:** Many of the organization's goals can only be achieved through effective utilization of its human resources. Many of these goals also involve an expansion of those human resources. Manpower planning helps an organization to achieve this (Stewart, 2012).

**Promoting the employees of the organization:** The process of manpower planning gives feedback to the organization in the form of data, which can aid the decision making process when it comes to determining which promotional opportunities will be made available and to which employees.

**The effective utilization of human resources:** Manpower planning also provides data which will provide the human resources department with useful information on the areas that have a surplus

and those that have a deficiency within the organization's human resources (Rosenthal, 2001).

### Factors Affecting Manpower Planning

In general, the fact is that the number of unemployed but educated people is on the rise. However, despite this fact, there is also a serious shortage of many skills on the market. This is why it is important for an organization to effectively recruit and retain its manpower.

- i. **Changes in the Technological Landscape:** There are plenty of changes occurring every day in various management techniques, marketing methods, and production technologies. The effect of these changes has profoundly affected the context of many jobs, as well as their descriptions. These may create redundancies and create problems concerning retainment and redeployment of labor. All of these require effective, systematic, and intensive manpower planning (Stewart, 2012).
- ii. **Changes in the Organization:** Considering the turbulent environment every organization finds itself in, full of fluctuations that occur both cyclically and randomly as well as discontinuities, the pace of these changes as well as the structures surrounding them will affect an organization's human resource requirements and strategic considerations must be made as a result.
- iii. **Changes in Demographics:** The profile of the work force is constantly changing when it comes to such things as sex, age, technical skills, social backgrounds, and literacy levels. All of these will have serious implications for the labor force of

an organization and the human resources department should be able to respond effectively through its manpower planning.

- iv. **Shortages of Skills:** The fact that there is rising educated unemployment does not mean that the labor market is a good one for buyers. The growing complexity of organizations means that they are in need of many specialist skills that are very rare to find. Such employees should be recruited and retained because they can be very difficult to replace when they leave.
- iii. **Influences from the Government:** Any changes in legislation and government control in regards to affirmative action for various disadvantages sections of the work force will have an effect on the organization. The same goes for legislation concerning hours of work and work conditions, restrictions on the employment of children and women, contract labor and casual labor, and so on. All of these need to be dealt with by the organization, through systematic manpower planning (Stewart, 2012).
- vi. **Legislative Control:** It is no longer as simple as hiring and firing organizations. The legislation now makes it very difficult for an organization to reduce the size of its labor force in a quick, cheap manner. It is very easy to grow but very difficult to shed the extra weight, since labor law will always protect employees in times of lay-offs and closures. The human resources department should include comprehensive plans for dealing with this, in its manpower planning plans.
- vii. **The Impact of Pressure Groups:** These include politicians, unions, and people who have been displaced by the location of

giant organizations. They have always presented pressure to an organization's management in terms of such things as internal recruitment and promotion policies, the treatment of the employees' families, and so on. All of these should be considered in proper management planning.

- viii. **The Systems Approach to Planning:** The spread of systematic thinking and the advent of the information technology revolution means there is even more emphasis on planning and data analysis now than there was in the past, making manpower planning even more important than it was in the past.
- ix. **The Lead Time for Employees:** The time it takes for employees to be recruited and trained, before they can begin to contribute productively to the goals of the organization, should be considered in the manpower planning process, to ensure that the organization invests its resources effectively. The manpower and development process itself involves two major steps. The first, is to perform a demand forecast, to determine future demands for different categories of labor by the company, and the other is to perform a supply forecast to determine future supply of different categories of labor from the community the business or organization is located within. Once that is determined, there are various large scale models the business can undertake to actually carry out the process (Stewart, 2012).
- x. **Demand and Supply Forecasting:** There are two kinds of forecasts that the human resources department of an organization

should make: these are the demand forecast and the supply forecast.

- xi. **Demand Forecasting:** Basically, demand forecasting is the process by which the human resources department estimates the future quality and number of people required. It should be based on the long-term corporate plan and on the annual budget, which will then be translated into activity levels, for the different functions and departments. There are many factors that should be considered in demand forecasting. The external ones include changes in social and technological factors as well as the economic climate both locally and internationally. Internal factors include the production levels of the organizations, the organization's own budget constraints, the organizational structure, and the separation of employees (Stewart, 2012).

**The benefits of demand forecasting include, among others, the following:**

- a. The organization will be able to quantify the number of jobs needed to produce the organization's goods.
- b. It will help the organization prevent a shortage of skill, when and where it is needed most.
- c. The organization will be able to determine which mix of staff is most desirable in the future.
- d. The organization will be able to monitor its own compliance with legal requirements, as far as the reservation of jobs is concerned.
- e. The organization will be able to assess the appropriate staffing levels that are needed in different parts of the organization and will avoid unnecessary costs (Rosenthal,

2001).

**xii. Supply Forecasting:** Supply forecasting is the process by which the organization measures how many people will be available both internally and externally in the future, after making allowances for such things as changes in hours and work conditions, promotions and internal movements, and absenteeism. A good supply forecast is needed in order to quantify how many people and positions will be expected in the near future, clarify the mix of staff, prevent a shortage of people, and assess the current staffing levels in different parts of the organization.

In order for supply forecasting to be done effectively, a supply analysis needs to be done, involving the existing human resources, the internal sources of supply, and the external sources of supply (Rosenthal, 2001).

### **The Various Large Scale Approaches to Manpower Planning**

There are six approaches to manpower planning:

#### **a. The Social Demand Approach**

This approach relied on the organization's ability to assess the society's requirement for education. It is a mixture of the demand for education by the individual but with respect to every individual in that society. It isn't always easy, or even possible, especially when dealing with large organizations. It therefore mostly relies on the projection of past demographic trends into the future.

This approach is capable of showing how many students are preparing for a given profession and may even give a target date for the completion of their education based on past experience. These projections are constrained by:

- i. The direct costs associated with education
- ii. The demographic characteristics of the society, such as mortality and fertility
- iii. The preferences and tastes for education by the average household
- iv. The income obtained by educated people
- v. The existence and extent of student grants
- vi. The existing standards used by various schools to admit new students

These constraints are only some of the difficulties faced by the social demand approach and, as such, it should be approached with caution.

#### **b. The Rate-of-Return Approach**

This approach looks at education more as a way to contribute to productivity and so it sees education as an investment decision. The student will look at the benefit provided by further education from a point and make their decision based on the estimated rate of return. As a result, a school will only expand educational facilities after it has assessed the investment yield for various types of education and the yield of education to various sectors of the economy.

#### **c. The Manpower Requirement Approach**

Basically, this approach asserts that there is a link between education and the economic growth of a population, and that the lack of skilled labor in sufficient quantity will impede economic growth. Therefore, it is critical to attempt to forecast future requirements of skilled manpower, so as to achieve a target gross national product or level of industrial production. Based on these forecasts, policy makers and planners would then develop the education sector in the right way (Rosenthal, 2001).

#### **d. The Quantitative Approach**

This approach is more local to an organization, and

it is about top-level management preparing a draft for human resource planning. The Human Resource Management Information System and the human resources inventory levels are analyzed, and on the basis of that information, the future demand for manpower is forecasted, with the help of quantitative tools. This approach focuses on forecasting surpluses and shortages in human resources, and is done mainly by top management (Marchington and Wilkinson, 2006).

**e. The Qualitative Approach**

This approach is more bottom-up than the quantitative approach, and it focuses on individual concerns of the employees, such as their training, development, and creativity. Other concerns include motivation, promotion, welfare, safety, incentives, and compensation. This is primarily achieved done by lower-level employees.

**f. The Mixed Approach**

This approach combines qualitative and quantitative approaches, and seeks to strike a balance. It tends to produce the best results, and promotes equal participation among management and employees (Marchington and Wilkinson, 2006).

**2.1.6 Planning**

People today enter many activities without thinking about them. Planning is not an event that stops abruptly; it is an ongoing process that reflects and adapts changes in the environment. It is a fundamental and primary management function. It is head engine that drags the other primary management function. It involves setting of goals and choosing means to achieve their goals. In other words it is a process of selecting enterprise objectives or departmental goals and devising means of accomplishing them.

Bartholomew (2001) was of the view that planning is a formal process whereby specific objectives are set and detail resources together with ways or methods of accomplishing these objectives and strategies policies programmes and procedures for achieving them.

Obi (2005) defined, planning as the activity by which manager's analyses present conditions to determine ways of reaching a desired future state. He maintained that planning is a perverse and continuous function involving complete processes of perception, analysis, conceptual, thought, communication decision and action. Planning is a process by which related facts and future assumption under to be used in order to arrive at a course of action that will lead to a specific goal. However, planning can be said to be the establishment of objective, and the formulation evolution and solution of the policies, strategies, tactics and action required to achieve these objectives (Guchura, 2000).

**Principles and Importance of Planning**

In any business plan, be it human resources or human capital requirement plans, financial plan, industrial plan or general business plan, there is always the principle and importance of such plan. Aruwa (2006) and Okewa (2005) examined critically, the principles, and importance of planning in business.

Aruwa (2006) examined that there are many principles of planning and that include the following;

- i) Plans should be based upon clearly defined objectives and make use of all available information
- ii) Plan should consider factors in the environment which will keep or hinder the

organization in reaching its goals. They should take account of the existing organization and provide for central, so that performance can be checked with established standards.

- iii) They should be precise and simple to understand and operate.
- iv) They should be flexible to ensure that its circumstance necessitates change. This can be attached without disrupting the plan.
- v) They should be flexible to ensure that its circumstance necessitates change. This can be affected without disrupting plan.

#### **a. Importance of Planning**

Okenwa (2005) identified the following as the importance of planning

- i) Planning brings a high degree of rationality and order to business organization and would not be present without planning.
- ii) Planning identifies and analyzes opportunities, strengths, weaknesses, problems and sets priorities for capitalizing on or overcoming them so that the company's resources will be put to the best use. It therefore reduces the incidence of crises and the process itself provides clarification.
- iii) Planning reduces overlapping and wasteful activities by minimizing cost and the emphasis is on the efficient and gainful operation.
- iv) Planning gives direction and focuses attention on objectives, it determines where the business is going and the general approaches it will use to get it there. Planning leads to design making that deals with more 2.5.

#### **Recruitment, Selection, Interviews and Placement**

One of the inevitable tasks facing the personnel manager is how to staff the organization with the required manpower. The first step in executing this task is the recruitment exercise. Recruitment is seeking out prospective employees and encouraging them to submit applications for employment, recruitment can be internal or external (Obi, 2005).

##### **Recruitment**

Internal recruitment is one in which those already members of the organization may likely be used to occupy the existing post by application. One very important fact has it that there must be a vacant post that needs to be filled. If an internal applicant is qualified, he may be given the post. It can be promotion or transferring him from his current department to another where there is vacancy. Some organizations might just consider the applicant's past performance and if his records are good, the post is then given to him. To ensure workers from within helps to raise the employees' morals. When the others know that their good record can fetch them promotion and better positions, they would endeavor to show good behaviors that will help increase their productivity. Internal recruitment helps the organization to recognize and utilize the best of their staff. In this way, it fully taps the qualities of the workers (Okenwa, 2005).

##### **Internal Recruitment**

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department to another where there is vacancy. Some organizations would like to subject the applicant (Marchington and Wilkinson, 2006).

### **External Recruitment**

Officers charged with this external recruitment, must be able to notify the prospective applicants. They need information such as the job description, job specification, the expiration of the application, the sex and where possible the salary (Obi, 2006). The sources of internal recruitment can be any of the followings:

- i. Advertising
- ii. Educational institutions
- iii. Religious and social organization
- iv. Professional organizations
- v. Circulars, posters, handbills and banner
- vi. Labour unions
- vii. Government and private employment agencies
- viii. Consultancy firms
- ix. Unsolicited

The type of job and work will help to determine the type of the sources of recruitment. To source for workers from outside makes it possible for an organization to get new ideas (Obi, 2005)

### **Selection and Interview**

The selection and interviewing of applicants should not be left with the personnel officer alone. The presence of the department manager who is the line manager will determine the professional skills of the applicant's regard on the conditions and structure of the organization. The selection starts immediately the applicant starts arriving; the application reception officer is expected to go through the applications and to short-list the applicants that seated the needed criteria for interviews. In some organization, short-listed applicants are sent application forms.

The forms provide a fairly quick and systematic means of obtaining a variety of information about the applicant. Interview is an encounter with a purpose. It employs conversation which aims at bringing out attitude, getting behavior and facts of an issue. A method of interviewing can be any of the following as explained by Obi. A single interview is a method where the candidate sits face to face with a single interviewer. It is a one man interview (Obi 2005).

### **Panel Interview**

A panel of interviewers was created, made up of people of professional authority of the vacant post; usually they sit in a horse-shoe formation with the candidate facing them to answer their questions.

### **Group Selection Interview**

This is a group of candidates usually five or size at a time sitting to discuss a particular subject given to them by a panel of observers who give judgment in the candidate behavior and reactions in the group.

### **Key to Successful Selection of Employees**

The entrepreneur must recognize that selection of employees is one of his most important tasks. The fact that the entrepreneur is small makes every employee, key personnel in the enterprise.

The entrepreneur should insist on his recruitment efforts, hiring people with the strict qualification rigidities. Formal education, family background, religion, federal character, age and balancing of the sex equation should not be his pre-occupation. He needs people who can get the job done; self-motivated individuals who have experience and the determination to work and work to produce results, the entrepreneur should go for them. The entrepreneur must insist on hiring employees

whose skills and capabilities complement his own. By so doing, the entrepreneur minimizes too much hiring and he is forced to delegate. The entrepreneur should not have an application only because he is a friend, a relation, a God friend he could not afford to disappoint (Nwachukwu, 2001).

### **Training and Development.**

It is very important in the advancement of any organization. It is the improvement of workers performance, which are gotten through training and development. Training and development makes workers fast and more accurate at work. Training and development aid in maintaining standard, which makes the worker to require his supervision. Thus, prepare workers for promotion, which leads to increase in morale and productivity. They are means of introducing new ideas. Technological innovation and philosophies into organization. Planning and organizing staff training program: educational scheme such as scholarships staff and their family dissemination of information and production, industrial relations, employment and other related matters through news bulleting and very vital in developing manpower planning (Roberts, 2002). Training and development are two different concepts that tend to stop intellectualism and improvement although they are not used for the same level of workers. Training is usually associated with junior staff whereas development is associated with senior staff and manager. Obi (2005) therefore define training as a short term educational process utilizing a systematic and organize procedure by which a non-managerial personnel gains technical knowledge and skills for a particular purpose. Training is for a special skill while development creates avenue for one to have broad knowledge of issues, theoretical

knowledge and conceptual activity training has specific time it will last but development of any officer does not know any end. Development is a long term educational process by which management personnel gains conceptual and theoretical knower for general purpose.

### **Challenges of Manpower Planning in an Organization**

Many manpower schemes fail completely or do not reach their full potential, mainly because the programme is not implemented in the way for which it was designed. Some of the reasons for these failures are indicated below:

#### **i. The lack of sensitivity to problems and solutions**

This important obstacle to the implementation of effective manpower planning is caused by the general apathy of line managers. Management still seems to be particularly concerned about financial and material resources and has a tendency to neglect the critical factor of human resources. Over the past few decades, productivity has increased as a result of improved technology, but any further improvement will depend, to a very great extent, upon improved manpower utilization. In this respect, management is required to show a greater respect to the role of manpower in profitability (Martinez, 2004).

#### **ii. Short term profit goals**

In the short-term there is a tendency to view manpower planning as unprofitable and too costly. This represents the traditional view that costs of personnel are overhead costs and not direct costs. It is essential that management review this problem and weigh the benefits against the costs. It is possible that this lack of concern over manpower planning could be attributed to lack of information. If information is

not forthcoming, then manpower planning is a futile exercise.

### iii. Lack of criteria

The lack of information can lead directly to the absence of criteria against which to measure performance. It is not an easy task to measure human performance without the use of adequate quantitative data. It is easy to measure the depreciation of material goods, but human beings tend to appreciate with the passing of time, and this appreciation quality has never been measured. The tendency of management is to measure human beings, only in terms of their cost to the organization. Management should become aware of the fact that the evaluation of performance is long, complex, uncertain and abstract, and it is necessary that they continue their planning without the use of objective criteria (Sanni, 2007).

### iv. Complexity of the organization

Many organizations have increased tremendously in recent years and some appear to have difficulty in determining the exact size of the workforce. They appear to be incapable of updating the retrievable information which is essential to manpower planning. Because of the increasing complexity of organizations, it is becoming more essential to keep a track on the movements of employees, as well as all the personal details which may be of use in planning. This is where the personnel manager and his staff must exercise a keen supervision.

### v. Rapid changes

The rate of technological change causes difficulties in manpower planning. This is because, at times, it is difficult to keep up with the technical development. There is always resistance to change within an organization, but somehow

this resistance must be overcome if manpower is to be utilized effectively. One possible method of overcoming this resistance to change on part of the existing staff is to introduce new employees, with new ideas from outside of the organization.

### vi. Lack of communication

This problem is the oldest and most common in personnel administration. Manpower planning is now becoming a sophisticated process, only involving the use of experts, and these experts must have rapid access to accurate information (Tietjen and Myers, 2001).

## Organizational Performance

Organizational performance comprises of the actual outputs or results of an organization as measured against its intended outputs (or goals or objectives). In recent years, many organizations have attempted to manage the organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as; financial performance (example, shareholder return), customer service, social responsibility (example, corporate citizenship, community outreach), employee stewardship, performance measurement systems, performance improvement, organizational engineering (Uphadaya, Munir and Blount, 2014).

Richard (2009) says that organizational performance encompasses three specific areas of firm outcomes; financial performance (profits, return on assets, return on investment, etc.); product market performance (sales, market share, etc.) and shareholder return (total shareholder return, economic value added, etc.). Performance can be considered from two perspectives, firstly, there is the performance of the individual in question and how their personal performance is

affected by the concept of employee participation. Secondly, there is the performance of the organization as a whole to consider and how this will change with varying degrees of employee participation (Williamson, 2008).

### **Measures of Organizational Performance**

Many consultants maintain that various initiatives and programs improve the performance of organizations. Nevertheless, many of these assertions have not been assessed. Indeed, even the optimal definitions or measures of performance remain controversial.

Fortunately, when these propositions are assessed, the results are often encouraging. That is, practices that improve the commitment and attitudes of employees do indeed enhance many financial indicators of workplace performance (Gong, Law, Chang, and Xin, 2009).

**i. Profit;** Many researchers utilize traditional accounting measures of profit. One the most common indices, for example, is return on assets. Roughly, return on assets is the annual profit or net income divided by the average assets over the year. More precisely, to compute the numerator, researchers usually subtract the interest expense and the interest tax savings from the annual profit.

Van Dyck, Frese, Baer, and Sonnentag (2005) highlight, return on assets is a measure of operating efficiency, reflecting the long term financial strength of organizations. Although a ubiquitous measure, return on assets is not always an optimal measure. For example, return on assets should not be used to compare organizations in different industries. The peculiarities of any industry will bias this index. Because of the massive reserves in the insurance and banking industries, for example, return on assets will tend

to underestimate the profitability of these organizations. Return on assets differs from return on investment, which is also called the rate of return. The return on investment is usually calculated to examine the efficiency of a specific investment or initiative or to compare the efficiency of several investments of initiatives. Return on investment is merely the return of an investment, that is, the gain minus the costs, divided by the costs of this investment (Marchington and Wilkinson, 1996).

**ii. Productivity;** although, related to profit, some researchers instead compute the productivity of employees. Roughly, productivity is the revenue divided by the total number of employees. Many researchers, however, prefer to compute the natural log of revenue divided by the total number of employees (Subramony, Krause, Norton, and Burns, 2008). Williamson (2008) is of the opinion that perceptions of pay affect productivity. That is, productivity, as measured by the natural log of revenue divided by the total number of employees, increased if employees, one year earlier, had reported they felt their pay was competitive.

**iii. Sales and market share;** Sales is often used to gauge the performance of organizations. Nevertheless, several variants of sales have been utilized. Sales relative to targets is to be calculated. That is, senior management had estimated the sales target of each site, depending on the product lines, characteristics of the clientele, and other factors. To compute sales performance, actual sales was divided by target sales, and then multiplied by 100. This study showed that sites in which employees felt trusted by management experienced a sense of responsibility and accountability, which translated into improvements in this sales index (Salamon and Robinson, 2008).

Many related measures of sales are also used. Typical examples are total sales growth, rather than merely sales, as well as market share (Gong et. al, 2009). Studies indicate that Human Relations systems that relate to productivity have been shown to enhance performance, as measured by similar measures. These systems include extensive training, competitive pay that is contingent upon performance, career planning, performance appraisal, and participation in decision making (Gong, 2009).

iv. **Customer service;** In lieu of more objective measures of workplace performance, some researchers also assess subjective indices. One of the most common subjective indices is customer service. Customer service rates more favorably if employees feel trusted by management (Salamon and Robinson, 2008)

v. **Subjective estimates of financial performance;** some researchers utilize a measure that, in essence, combines the benefits of objectives indices with the merits of subjective indices. Specifically, participants are asked to complete a series of subjective questions, which are intended to gauge objective indices. These measures have been shown to correlate appreciably with objective measures (Rhodes, Hung, Lok, Ya-Hui Lien, and Wu, 2008).

vi. **Achievement of goals;** many indices of workplace performance disregard the goals of organizations. In one year, for example, organizations might want to invest in expensive technology, to enhance productivity in the future. The profit in this year might be negligible even if the workplace fulfills its objectives. Accordingly, profit might not be a suitable measure of performance in this context. Therefore, to gauge workplace performance, the extent to which the organization has fulfilled its goals is examined. Organizations that manage errors effectively

were more likely to fulfill their goals. That is, organizations were more likely to satisfy their goals, as measured by these two items, is employees communicated knowledge about errors, collaborated to resolve errors, and introduced practices that detect and manage errors expeditiously (Van Dyck, Frese, Baer, and Sonnentag, 2005).

vii **Measures specific to the industry;** some studies utilize measures that are specific to particular industries. They measure the performance of a firm against the specifications of the industry.

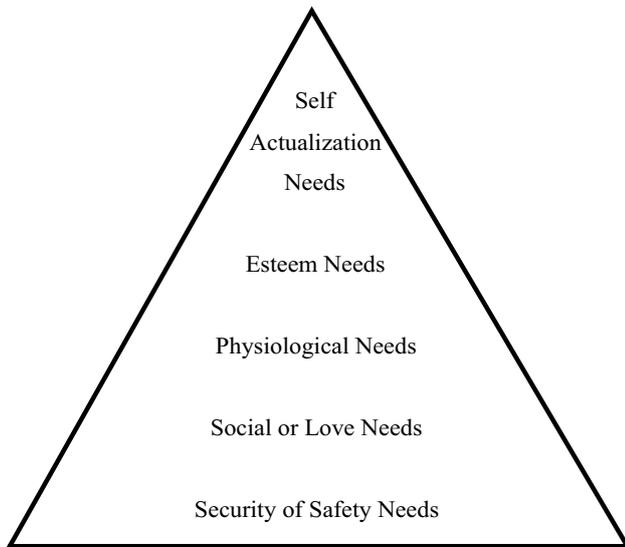
viii **Holistic measures;** many consultancies now measure workplace performance with tools that are intended to assess all key domains of a business. Examples include the concept of balanced scorecards as well as measures of quality, applied in the Six Sigma and Total Quality Management paradigms.

## Theoretical Framework

### Maslow's Theory of Motivation

Motivation is a kind of incentive, which it geared towards getting the best out of an individual or group of workers. It is concerned with inducing people to the best of their ability. A large part of manager job or task is getting things done through people. Therefore he must try and understand people's motivation. But all aspects of motivation of employee cannot be provided by management as other influences occur outside the working environment, example community and family pressures..

Maslow's needs hierarchy



Source: Agbo (2011)

Maslow proposed that everyone has five basic need namely; physiological need, safety need, social need, social/love need and self actualization need.

**Physiological need**

Physiological need consists of such physical requirements as food, clothing and shelter. If a man is starving according to this model, all that occupies his mind is food. Once he gets food and is reasonably satisfied, he becomes aware of his other needs, which of less significance. So once the physiological needs are reasonably met, a person's desire for a higher order needs arises, i.e. the need for safety and security.

**Safety and Security Needs:**

Safety needs include the desire for stability and the absence of pain, orderly society, insurance, retirement programs, fringe benefits and disbursement of safety equipment to employees working in hazardous area. These needs are met, once desire for a higher order emerges i.e the social need. Social/Love Need

Social need involves needs to feel needed. They are often satisfied through social interaction in

which people give and receive friendship and affection. In organization all group play a key role in satisfying those needs.

**Esteem Needs:**

These include individuals need to feel important and they must receive recognition from others which support the feeling. Such reinforcement leads to feeling of self confidence and prestige. Positive feedback of this nature is often given by one's peers. Once the need of esteem has been satisfied, ones desire for self actualization arise.

**Self-Actualization Needs:**

Refers to the desire for self fulfillment and achievement, this is the highest level need and has lowest priority. It's not a motivator of behavior until and unless the needs of love, self-esteem, social approval and self-assertion are fairly satisfied.

Thus, this theoretical literature clearly suggest that the behaviour of employees within firms has important implications for organizational performance and that manpower planning practice can affect individual employee performance through their influence over employees" skills and motivation and through organizational structures that allow employees to improve how their jobs are performed. If this is so, a firm's manpower planning should be related to at least two dimensions of its performance.

**Two- Factor Theory (Fredrick Herzberg)**

This theory was propounded by Herzberg in the year 1959. Two- factor theory, also known as the Motivation- hygiene theory. The theory centered or related to the nature of a person's work. The theory sought to distinguish between factors that can increase job satisfaction (motivators) as against those that can cause dissatisfaction but cannot increase satisfaction. Herzberg termed the motivators as intrinsic factors directly related to

the doing of a job such as the nature of work, responsibility level, personal growth opportunities and the sense of achievement and recognition. The other factors "hygiene" factors as extrinsic to directly performing the job. They are less conditions associated/surrounds the job. These factors he outlined as supervision, relations with co workers, working conditions, administrative policies and practices related to benefit and compensation.

Studying the theory carefully the researcher realised that Maslow and McClelland touched on motivation but Herzberg sought to replace motivation with satisfaction. These two concepts are totally different. Objectively, being pleased (satisfied) with doing a more challenging set of tasks does not mean you will be motivated to do your job better.

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**Table 2.2: Classification of Herzberg's Two Factor Theory**

Hygiene (Maintenance factors (Job Environment) Extrinsic Factors	Motivation factors (Job Content) Intrinsic Factors
Company Policy/Administration	Work Itself
Supervision	Achievement
Interpersonal Relations	Responsibility
Working Conditions	Growth and Advancement

**Source: Nduro (2012)**

**Frederick Winslow Taylor**

Frederick Winslow Taylor (1856 - 1917) put forward the idea that workers are motivated mainly by pay. His Theory of Scientific Management argued that: Workers naturally do not enjoy work and so need close supervision and control and advised managers to break down production into a series of small tasks Workers should then be given appropriate training and tools so they can work as efficiently as possible on one set of task. Workers are then paid according to the number of items they produce in a set period of

time- piece-rate pay. As a result workers are encouraged to work hard and maximize their productivity.

Taylor's methods were widely adopted as businesses saw the benefits of increased productivity levels and lower unit costs. The most notably advocate was Henry Ford who used them to design the first ever production line, making Ford cars. This was the start of the era of mass production. Taylor's approach had close links with the concept of an autocratic management style (managers take all the decisions and simply give orders to those below them) and Macgregor's Theory X approach to workers (workers are viewed as lazy and wish to avoid responsibility).

However workers soon came to dislike Taylor's approach as they were only given boring, repetitive tasks to carry out and were being treated little better than human machines. Firms could also afford to lay off workers as productivity levels increased. This led to an increase in strikes and other forms of industrial action by dissatisfied workers.

### **Expectancy Theory**

The expectancy theory was propounded by Victor Vroom a psychologist in 1964. The theory is only applicable to a work setting that is based on people's expectations. The focus of the theory is on the thought processes people use when they face particular choices among alternatives particularly choices/ alternative courses of action. Literature reviewed revealed the following as the underlying principles of the theory; individuals make conscious effort to behave in a certain manner, individual values with regard to choosing desired outcomes, individual expectations concerning the amount of effort required to achieve a specific outcome and individual

expectations concerning the probability of being rewarded for achieving desired outcomes. Vroom through these principles sought to portray that motivation is a function of the relationship between; effort expended by an individual and perceived level of performance; and the expectation that reward for desired outcomes will be related to performance. On the other hand there must also be the expectation that rewards are available as it will go a long way to determine the strength of the motivational link thus, the strength of the individual's preference for an outcome and the belief that in the possibility that particular actions will achieve the required goal.

Looking at the theory and its complexity in nature one could only make recommendations to management, to as a matter of fact try to find out desired outcome each of the bank values most, define the goal and what constitute the level of performance needed to achieve it. But management should also not lose sight of the fact that the level of performance is realistic and achievable. After a period of time management should be able to measure the outcomes by the performance desired by management. One thing worth noting is that the strategies put in place should not create conflict between the expectations it sought to create and other militating factors in the work environment. Finally, outcomes should be attractive and enticing enough to ignite the desired level of performance.

### **Empirical Review**

Victor and Jonathan, (2013), in their study Training and Manpower Development, Employee Productivity and Organizational Performance in Nigeria, an Empirical Investigation opined that over time, organizations have been embarking on

training and capacity building for their employees so as to enhance productivity and overall performance of the organizations. This is due to the recognition of the important role of training and manpower development in attainment of organizational goals. Consequently, their study investigated the effects of training and manpower development on employees' productivity and organizational performance in Nigeria, using First Bank of Nigeria Plc as a case study. The study applied structured questionnaires to a sample size of 75 drawn by simple random sampling. The data generated was analyzed using descriptive statistics. The findings of the study revealed that majority (70%) of the respondents agreed that training and manpower development has enhanced their efficiency and job productivity. Secondly, majority (80%) of the respondents overwhelmingly agreed that training and manpower development enhanced organizational performance. The study recommends that organizations should conduct training needs assessment to ensure that the right training is given; ensure that their training programmes should be on a continuous basis; and motivate staff who performed exceptionally well during training sessions so that other staff will in turn aspire to excel.

Shodeinde (2015), in his study examined personnel training and development as a tool for organizational Efficiency used Employees of MTN Corporate Head Office in Lagos State as the study population. The study adopted a qualitative approach using questionnaire as main instrument of primary data collection. A total of 110 questionnaires were administered to 217 employees of MTN Nigeria. Using bar charts to illustrate the degree of response; the result of the findings shows that respondents agreed that there

is a significant impact of training and development on employee commitment, employee morale and motivation, employee corporate behavior and organizational efficiency. An organization with an effective policy and workable strategy on training would retain employees, enlarge market share and increase customers. Based on the findings, the study recommended that MTN Nigeria should engage always in training of her employees, in order to correct professional errors, enhance employee commitment and corporals behavior and ensure organizational efficiency.

Osueke and Emeka-Opara, (2014), in their study performance investigation of electrical power supply to Owerri for higher productivity. This research was carried out to investigate the performance of electrical power supply to Owerri, Imo State Capital. The Enugu Electrical Distribution Company (EEDC), Owerri was the case study and sample of 10 respondents representing each unit were used. Structured questionnaire and observations techniques were administered during the research. The data presentation tools were tables and charts. It was found out that the major hindrances to customer satisfaction in power supply were: inadequate megawatts of power availability, obsolete network and equipment that require upgrade, overload networks, poor funding, lack of routine maintenance culture, inadequately trained manpower, logistics (vehicle, personal and material problems), psychological and physiological problems. Although the privatization policy is believed to be a progressive step to these challenges, based on the aforementioned, it was therefore recommended that management's proactiveness to manage faults and equipment upgrade, government and private sectors should actively involve positive and

effective management, as well as smart metering to ensure consumers meet up with charges, Standard organization of Nigeria (SON) play major to ensure substandard materials and products are not delivered, form rural cooperative society to create awareness on how to use light and serve as interface between the company and community.

Wabara, Chijindu and Emerole (2017) x-rayed the effects of manpower development on organizational efficiency: a study of Enugu Electricity Distribution Company (EEDC) in Anambra State, Nigeria covering the period of 2014 to 2016. The specific objectives were to; identify the manpower training and developmental programmes adopted by EEDC in developing their employees, ascertain the impact of training and developmental programmes on employees' performance and identify challenges militating against the efficiency of EEDC in Abia State. The researcher adopted survey research design; primary and secondary data was used. Descriptive Statistics and Logistic Regression analysis was used to analyze data. Findings revealed that orientation, internship training, case study method, seminar/workshop and classroom method are the major training and developmental programmes used by EEDC in developing their manpower, while internship training method, case study method, and seminar/workshop impacts on the performance of the employees. Also findings revealed that lack of modern equipment, inadequate megawatts of power, overload networks, vandalisation/militancy, government policies, peculiarities of transmission and distribution network where the major problems responsible for the poor performance and inefficiency of EEDC in Anambra State. The researcher recommends that

training programmes should be design to acquaint individual participant with specific knowledge and skills required to improve their efficiency in the organization, while serving the career goals of the employee. The need for the manpower developmental policies of the organization to be continuous and in congruence with their strategic policies was also emphasized.

### **Gap in Literature**

From the available literature, it is evident that the previous studies did not examine the challenges of manpower planning facing the tertiary institutions, a study of Anambra State University and Polytechnic Oke. The former studies did not ascertain the impact of planning on the survival of selected tertiary institutions in Anambra State, evaluate the effect of employee training on the performance of selected tertiary institutions in Anambra State, examine the impact of employee recruitment and selection on the growth of selected tertiary institutions in Anambra State. Therefore, this study intends to fill the gap.

### **Summary of Review of Related Literature**

The literature review on the challenges of manpower planning facing the tertiary institutions showed covered the followings; the concept of manpower planning, importance of manpower planning, manpower planning objectives, factors affecting manpower planning, the various large scale approaches to manpower planning, planning, principles and importance of planning, recruitment, selection, interviews and placement, recruitment, training and development, challenges of manpower planning in an organization, organizational performance and measures' of organizational performance. The theoretical framework of the study was anchored on the two factor theory (Fredrick Herzberg), Frederick Wisdom Taylor, expectancy theory. Review of related empirical review was examined in the study.

**RESEARCH METHODOLOGY**

**Research Design**

This study adopted a survey research design which is a blue print and scheme that allowed the researcher to provide solution to the problem of how to get data for the study, what to study and who to study. It comprises of using well structured questionnaire administered to the respondents in order to gather some vital, accurate and up to date information needed for the research work.

**Sources of Data**

Research instrument generally, are devices for collecting data for the study. In the course of this study, the research instrument for this study includes:

**Primary Data:** This refers to the data collected by the researcher through the use of questionnaire and personal interviews. For this research, questionnaire and personal interview were used to get first hand information from the management and staff of selected institutions in Anambra State.

**Secondary Data:** This refers to existing statistical materials which are not originated/generated by the re-searcher himself, but which are obtained from someone else's record or publications, example, books, journals, publications in government offices.

**Population of the Study**

The population of this study comprised of management staff of Chukwuemeka Odumegwu Ojukwu University Igbaram and Federal Polytechnic Oko.

**Table 1; Population Table**

Organisation	No of Staff
Chukwuemeka Odumegwu Ojukwu University, Igbaram	2011
Federal Polytechnic Oko	1255
Total	3266

**Source; Field Survey, 2020**

**Sample Size Determination**

Taro Yamene's formular was used to get the total number of a workable sample size.

$$\text{using } n = \frac{N}{1 + N(e)^2}$$

Where; n= Samples Size

H = Population size

I = Constant

e = Degree of error

Thus, substituting the values in the formular

$$n = \frac{3266}{1 + 3266(0.0025)^2}$$

$$n = \frac{3266}{9.165}$$

$$= 356.4$$

$$= 356$$

Sample size for Chukwuemeka Odumegwu Ojukwu University

$$= \frac{2011 \times 356}{3266}$$

$$219.2$$

$$219$$

Sample size for Federal Polytechnic Oko

$$\frac{1255 \times 356}{3266}$$

$$136.8$$

$$137$$

**Total Sample Size = 356**

**Sampling Technique**

Simple random sampling technique was used by the researcher in obtaining information for the research. The sampling technique provide employees the same and known chances of being nominated.

**Description of the Instrument**

The major instruments "that were used to collect data by the researcher were be the questionnaire and interview scheduled. In designing the questionnaire, the researcher used five Likert scale questions, in addition the researcher used oral interview to collect data from respondents.

**Validity of the Research Instrument**

Validity is the extent to which a measuring instrument on application performs the function for which it is designed. To ascertain the validity of the instrument, content validity was adopted. Content validity is the estimate of how much a measure represents every single element of a construct. Basically, no interesting aspect of the study was omitted in designing the survey questions, coupled with the fact that the questionnaire was designed from the objective of the study. The content of the questionnaire was validated by senior lecturers in the department of Business Administration, Michael Okpara University of Agriculture, Umudike.

**Reliability of Research Instrument**

Ezigbo (2007) states that test reliability refers to the consistency of reproducibility of the result of a test, to ensure reliability of the instrument, the researcher adopted a test re-test method in which the researcher distributed 10 copies of the questionnaires to the employees of the organizations understudied. That is five copies for each organization. After some days, the instrument was collected and re-administered for

the second time. The questionnaire distributed were completed and returned using Spearman rank order correlation coefficient which was found to be high,  $P = 0.0988$  showing the reliability of the instrument

**Method of Data Analysis**

The primary data collected through the questionnaire was analyzed and presented using different descriptive and non-parametric methods. The data was presented using simple percentage table, while the hypotheses formulated earlier was tested using "chi-square" and correlation (Pearson). Data generated from the questionnaire are presented in frequency distribution tables and analyzed by the use of simple percentage techniques.

**Decision Rule:**

If the calculated is greater than the tabulated, you reject the null and accept the alternate but if otherwise reject the alternate.

**Table 2: Distributed and Return of the Questionnaire**

Organization	Distributed	Percentage	Number	Percentage	Number	Percent
		e	returned	not	age	
Chukwuemeka Odumegwu Ojukwu University Igbariam	219	61.5	150	43.1	69	19.4
Federal Polytechnic Oko	137	38.5	79	22.2	58	16.3
<b>Total</b>	<b>356</b>	<b>100</b>	<b>229</b>	<b>64.3%</b>	<b>127</b>	<b>35.7%</b>

Source: Field Survey 2020

Table above shows that 356 (64.3%) of the questionnaire were returned and used, while 127 (35.7%) were not returned and were not used.

**Table 3: To ascertain the impact of planning on the survival of selected tertiary institutions in Anambra State**

S/No	Item statement	SA	A	N	D	SD	Mean	Standard Deviation	Remark
A	Planning enhances organizational Performance	126	40	31	16	16	4.07	1.264	Accept
B	Planning promotes effective Communication	117	64	16	16	16	4.09	1.219	Accept
C	Planning boost organizational Effectiveness	60	121	16	16	16	1.84	1.105	Accept
D	Planning helps in organizational Planning	101	70	26	16	16	3.98	1.21	Accept
E	Planning helps in forecasting	77	78	42	15	17	3.80	1.181	Accept

**Source: Field Survey, 2020**

The impact of planning on the survival of selected tertiary institutions in Anambra State was examined with five item statement and a mean response cut off mark of 3.00. Based on the mean cut off mark, all the five item statement were accepted as the impact of planning on the survival of selected tertiary institutions in Anambra State. Respondents with mean score of 4.07 attested that planning enhances organizational performance, respondents with

mean score of 4.09 agreed that planning promotes effective communication, respondents with mean score of 3.84 reported that planning boost organizational effectiveness, respondents with mean score of 3.98 claimed that planning helps in organizational planning. Finally, respondents with mean score of 3.80 agreed that planning helps in forecasting.

**Table 4: Evaluate the effect of employee training on the performance of selected tertiary institutions in Anambra State**

S/No	Item Statement	SA	A	N	D	SD	Mean	Standard Deviation	Remark
a.	Employee training helps in effective communication which leads to or organizational performance	48	120	22	24	15	3.71	1.111	Accept
b.	Employee training boost organizational profitability	119	56	21	15	18	4.06	1.259	Accept
c.	Employee training enhances organizational efficiency	104	72	21	15	17	4.01	1.218	Accept
d.	Employee training Promotes employee commitment to work	66	97	31	16	19	3.76	1.183	Accept
e.	Employee training helps in realization of organizational goals	119	53	21	14	22	4.02	1.314	Accept

**Source: Field Survey, 2020**

The effect of employee training on the performance of selected tertiary institutions in Anambra State was investigated with five item statement and a mean cut off mark of 3.00. All the five item statement was accepted as how does teamwork affect organizational growth in tertiary institutions in Anambra State. Respondents with mean score of 3.71 claimed that employee training helps in effective communication which leads to organizational performance, Respondents with mean score of 4.06 agreed that employee training boost organizational profitability, respondents with mean score of 4.01 reported that employee training enhances

organizational efficiency, respondents with mean score of 3.76 claimed that employee training promotes employee commitment to work, Finally, respondents with mean score of 4.02 believed that employee training helps in realization of organizational goals.

**3.10 Test of Hypotheses**

H01: There is no significant impact of planning on the survival of selected tertiary institutions in Anambra State.

**Descriptive Statistics**

	Mean	Std. Deviation	N
Planning	4.09	1,219	229
Survival of selected tertiary institution >	3.98	1.212	229

**Correlations**

		Planning	Survival of selected tertiary institutions
Planning	Pearson Correlation	1	.930"
	Sig. (2-tailed)		.000
	N	229	229
survival of selected Institutions	Pearson Correlation	.930"	1
	Sig. (2-tailed)	.000	
	N	229	229

\*\*Correlation is significant at the 0.05 level (2-tailed).

**H01:** There is no significant impact of planning on the survival of selected tertiary institutions in Anambra State was investigated with the aid of Pearson Product-moment Correlation (r). The Pearson product-moment correlation coefficient (r) in the study is 0.930 = 93.0%. This connotes a positive and significant relationship at 0.05 level of significance. Therefore, pending other

statistical evidence, we reject null hypothesis and accept the alternate hypothesis that there is significant impact of planning on the survival of selected tertiary institutions in Anambra State.

**H02:** Employee Training has no significant effect on the performance of selected tertiary institutions in Anambra State.

**Descriptive Statistics**

	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
Employee* training	3.71	1.111	229
Performa' ice	4.01	1.218	229

**Correlations**

		<b>Employee training</b>	<b>Performance</b>
Employee!Training	Pearson Correlation	1	.706"
	Sig. (2-tailed)		, .000
	N	229	229
Performa ice	Pearson Correlation	.706"	1
	Sig. (2-tailed;	.000	
	N	229	229

**Source; SPSS 20**

**H02:** Employee training has no significant effect on the performance of selected tertiary institutions in Anambra State. This was investigated with the aid of Pearson Product-moment Correlation (r). The Pearson product-moment correlation coefficient (r) in the study is  $0.706 = 70.6\%$ . This connote; a positive and significant relationship at 0.05 level of significance. Therefore, pending other statistical evidence, we reject null hypothesis and accept the alternate hypothesis that employee training has a positive significant effect on the performance of selected tertiary institutions in Anambra State.

**Summary of Findings**

The key findings of the study include.

- i. There is significant impact of planning on the survival of selected tertiary institutions in Anambra State.
- ii. Employee training has a positive significant effect on the performance of selected tertiary institutions in Anambra State

**Conclusion**

Manpower planning typically falls under the human resources department and it's not something that occurs quickly. Instead, it is a

process that requires careful analysis and consideration to achieve the desired outcome. Manpower planning and development is also known as human resource planning. This process is an essential cornerstone in the efficient management of personnel in an organization. Manpower planning entails getting the right number and type of personnel to do the required tasks for the fulfillment of the goals and objectives of the organization. The manpower planning process is an ongoing and continuous strategy which is undertaken through a systematic set of procedures. Finally, from the study, it is evident that there is no significant effect of manpower development on organizational cost efficiency. The study submitted that manpower forecasting has significant impact on organizational growth.

**Recommendations**

Based on the findings of this research, the researches make the following recommendations:

- i. Tertiary institutions should make policies that will enhance their organizational performance and reduce their cost efficiency
- ii. Adequate manpower planning methods should be adopted in the tertiary institutions in order to enhance their performance.
- iii. Tertiary institutions should regularly train their

- staff, this will to enhance their performance
- iv. Tertiary institutions should make adequate recruitment and selection policies that will encourages the employment of qualified staff in the organization.

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