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**Maiden Edition**



# **Journal of Media and Business Sciences Maiden Edition**

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# THE EFFECT OF MANPOWER PLANING AS A VITAL TOOL FOR EMPLOYEE PERFORMANCE

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## ABSTRACT

Manpower planning constitutes one of the essential tools for employee performance in an organization. The purpose of this study is to investigate the effect of manpower planning as a vital tool for employee performance. In this study, attempt were made to analyze the various ways manpower planning should be carried out, how often performance appraisal exercise and organizing of training programme across each department should be done, and to know what method to use in assessing the job of each employee. The research is a descriptive study, two hypotheses were formulated and tested, and the data used for the study were primary data. Convenience sampling was used to select the sampled company. Questionnaire was used to collect data. The data collected were analysed using tables, percentages and chi-square. Suggestions and recommendation were made on how to improve workers performance, skill and capability.

**Key words:** Effect, Manpower, Planning, Employee, Performance.

## INTRODUCTION

The term manpower can be conceptualized as that portion of a nation's population, which is capable of engaging in productive employment. Manpower is that segment of the total population which is currently engaged in economic pursuits, plus those who are willing and able to work and are temporarily outside the labour market by reason of sickness, injuries, or other unattainable determinants but who expect to re-enter as soon as their circumstances permit. Adeyemi, (1991).

Studies have shown that the level of manpower is statistically significant and positively related to productivity or performance. The reasons are that of all the resources needed for goal attainment in all organisations, manpower is the most essential.

According to Aina, (1992) manpower development is an important programme because its success is crucial to the rapid development of a country. It should be noted however, that if manpower development is not given the utmost priority in an organisation or a nation, it could resort to certain problems. This fact is supported by Cole, (2002) who believed that when there is a sizable quality of unused human capital, it results to wasteful investment in human resources development, which poses a serious threat to a country's social and political stability. According to him, unless immediate action is taken to give manpower the utmost priority in planning and to canalize and utilize it on a truly organisational scale. Nigeria's grouping pro-development would for long remain not so much a dream but a hallucinating mirage.

In the advanced countries, the German case seems relevant. Hendry,(1995) wrote that the German secret weapon for overcoming Europe's economic difficulties won the development of the technical competence of their workforce, which in turn is the product of their apprenticeship system.



Under the system, youths leave full-time schooling at the age of five to enter three years of apprenticeship in their chosen carrier (not university). They are given considerable work experience and responsibility at an early age. They become very attractive to future employers and they become knowledgeable and potential labour forces because they have training or vocation to build on. In addition, the German industries require their managers to have passed master high level examination in the professional studies they supervise. In effect, the German approach encourages the training of younger workers and re-training of old ones as a booster of their industrial development.

The unique effort that is being made in Nigeria to copy the German experiences and adapt it for her own use must be done with caution. This is because of problems of environmental constraints that are usually associated with the concept of transferability of management fundamentals. Stewart, (1998) affirmed such constraints could be economic, political, technological, cultural or legal. No doubt logically, all these factors affect both public and private organisations.

Manpower development programmes which were set up to make participants acquire managerial and technical skills and manage the organisation successfully and consequently increase employment generation.

The function of manufacturing industries are so enormous that high level of trained manpower is required if the objectives for which this institution was established are to be realized. Dale (1995) believes that the type of high work in Nigeria is not available at the moment. Of all the resources needed for goal attainment in all organisations and institutions, manpower is the most essential. There is empirical evidence to indicate that the level of manpower planning is statistically significant and positively related to productivity or performance. In realization of this, the federal government in 1979 named three universities: Ahmadu Bello University, Zaria; the Obafemi Awolowo University Ile-Ife and the University of Nigeria, Nsukka, as national centers for the training of middle management and upper management personnel for both public and the private organisations in the country. The problem of manpower planning and training still remains acute in spite of this and other initiative Dale, (1995).

The low performance in some of our public and private organisations and institutions most especially in manufacturing industry is traceable to the low level of training manpower. Some scholars have argued that organisation or industry's low performance is due to lack of finance, but Chrismal, (1993) disagreed on the ground that no matter how high the funding or organisation could be without adequate trained manpower to use the resources efficiently and effectively, performance will still be low.

Therefore, adequate manpower planning and development is required for maximum performance. Similarly, inability of some of these organisations affords the cost of training for their staffs due to socio-economic situation in the country are another problem. For instance, Dale (1995) studies have shown that an organisation in the united state of America (USA) spend nearly 1.7 billion dollars while nearly 1.2 billion dollars was also spend for the same purpose in average organisation, most especially manufacturing industries afford the cost of quality training programmes for its staff.

Another factor is the fact that economic growth implies using a country's scarce resources such as labour, capital and national wealth efficiently. But the problems arise because those who allocate resources and enforce plans are not always the best and the brightest. Elton, (2002) supports this assertion, when he says, "Africa is a continent where the fool rule the wise ". This statement explains why situation in Nigerian organisations as regards planning, selection and training of employees remain problematic.

Mediocrity rather than meritocracy are given consideration. Today, just anybody can work in Nigerian organisations in respective of academic discipline, educational background or professional competence.

## OBJECTIVE OF THE STUDY

The broad objective of this study is to determine the effect of manpower planning as a vital tool for employee's performance. While the specific objectives are as follows:

1. To examine manpower planning, development and training on employee performance, efficiency, effectiveness and productivity in organisation.
2. Identify the role and the need for continuous manpower planning and utilization in acquiring new technique, so as to respond to the changing needs of the Nigeria organisations.
3. To evaluate and assess the cost, design strategies that will facilitate training in the organisation.
4. To examine the needs for manpower development towards boosting organisation functions in Cadbury Nigeria Plc.



## LITERATURE REVIEW

Manpower planning can be perceived as the planning for present and future employee and other factor of production, material, machine and equipping of employee by innovating or introducing training programmes and a format for recruiting in the firm so as to have the right employee on the right job at the right time, performing what he/she is employed for, in terms of qualification, skill, experience and knowledge of job including the competence of workers.

According to Walker (1980) man-power planning is viewed as a process of analyzing an organization's human resources needs under changing condition and developing activities necessary to satisfy those needs. The aim of every organization is to achieve their goal, which will not be easily done without adequate man-power planning. For economic growth and maintenance of resources of a country is needed to be planned. In a nut-shell a nation budget is based on man-power planning strategy. According to Chrisma (1993) in his own view explained that there is practically no successful business strategy that would not put into consideration the input of human relation. According to him there is no strategy that would work without people lifting a nation's economy. Human resources managers should be adequately positioned to provide the result; he continued by saying for any firm to achieve its goal human resources should be their focus.

Doyin, "the guardian newspaper, Tuesday march 1, 2005 contributed by saying, for a human resources manager to achieve the desired result organizations should strive to put necessary structures in place.

According to Aina (1992), when organization train their employee on how to attract customers, such organization should also make effort to satisfy the desire of the customer so as not to defeat the effort of the human resources manager in such firm.

In a nut-shell to improve workers performance other issues are to be looked into. In essence, most company/organization are after profit making and believe that their money can get any person they need and man power planning is not taken into consideration as well as training programme and development as future plan. According to Benison and Casson (1984) man-power planning can be illustrated in the following places:

Analyzing current man-power resource various records, analysis and personal data e.g. qualification, position data of current job, financial data and breakdown of current pay.

## FINANCIAL REVIEW OF LABOUR UTILIZATION

This is normally carried out after an analysis of current man-power resource is made. Forecasting demand for labour by involving estimating the human resource required to meet future demands. Future supply which is analysis of existing resources and the supply of these resources in the future.

Finally, developing a man-power plan to match the labour demand with the supply available both externally and internally.

Human resource department in an organization is the integrative aspect and the life-wire of any organization. If man-power planning is not taken seriously, it may jeopardize the organization chance of remaining in the competitive business because its forecasting of the present and future need of man-power including other issues involving the developing of strategy and structure to achieve its objectives, make it vital. In some cases, most company encounter different challenge and threats from the government in terms of policy and minimum wages to pay its employees and other problematic issues from co-competitors. If these problems are not adequately planned and look into, it may result to poor performance by employee, not being able to pay workers, low productivity and quality of good e.t.c

In view, according to Stewart (1998) based on its opinion that, to improve the performance of people in the work place is as important as establishing the organization entity. He therefore, describes human capital as a source through which organization could generate a competitive edge that cannot be easily reproduced.

To make it more explicit, economic building is based on the man-power planning strategy employed. In Nigeria, labour and productivity ministry is responsible in the disposition of employee while the federal civil service commission units are in charge of recruitment in public sector and other regulating body map out side to plan for man-power planning

Hendry (1995), in his own view says 'that in getting the best out of human resources, man-power planning should be planned based on considering employee and management development in improving performance by impact knowledge, changing attitude or increasing skills including house programme like coaching, rotational assignment, professional programme, MBA/MPA programme etc.



The aim is to enhance future performance in the firm e.g. improving of training programme and conducting of performance appraisal to be put in the policy of man-power planning.

## EFFECT OF MAN-POWER PLANING ON EMPLOYEE PERFORMANCE

According to Jones (2003), for exceptional business performance, it is important that manpower planning becomes a strategic partner in the business. Also, for an organization to have a good performance, they have to develop a pundit and maintain that improvement in business performance as directly tied to good human resources planning and closely linking this plan to strategic objectives. Mostly, some organizations strive to improve some subtly and some with aggressive strategic plans designed to take the organization to the next level.

The process to improve on in specific areas is ever present within most organizations, although not always recognized as affecting overall business performance.

Well, effective man-power planning has become even more important in the highly competitive, global business environment of the 21st century. Organization is evolving into more complex but non-traditional structures in order to be competitive and attract and retain the key individuals upon which success depends. But there is no single approach to developing a man-power plan. The specific approach will vary from one organization to another. Even so, an excellent approach towards it is evident in the model presented below:

Setting the strategic direction, designing the human resources management system, planning the total work force, generating the required human resources, investing in human resources development and performance, and assessing and sustaining organizational competence and performance, The size (6) broad inter-connected components of this system consist of three planning steps and three execution steps.

For organization to be effective and efficient in performance, the planning step and execution step has to be involved. Like the planning step; It is more agile, changes in plans are much more frequent and are often driven by events rather than made on a predetermined time schedule.

The second planning step is more proactive. The success of an organization no longer simply responds to change in their environment. They proactively shape their environment to maximize their own effectiveness. The last planning step is no longer exclusively top-down, input into the process comes from many different organizational levels and segments. This creates more employee ownership of the plan and capitalizes on the fact that the most valuable business intelligence can come from employees who are at the bottom of the organizational hierarchy. More so, once strategic planning is under way, a process must be undertaken by the organization to design and align its man-power planning policies and practices to provide for organizational success.

The remaining step in planning is to determine the quality and quantity of human resources, the organization needs for its total force. Likewise, the execution components contain mechanisms that generate the correct skill sets, invest in staff development and performance, and productivity employ them in the organization.

The last component provides a means to assess and sustain the competence and performance of the organization and the people in it with regard to outcome that which the organization seeks.

However, it is an acknowledgeable fact, that no business organization can attend a greater success in a long-run without adequate continuously identifying and adopting innovative man-power planning policies and practices to sustain that advantage.

And also, structuring works and design training performance management pay and reward policies to help members of the organization succeed in achieving desired organizational outcomes, and integrate policies and practices to reinforce employee behaviors that can best realize the leader's strategic intent.

## RESEARCH METHODOLOGY

Cadbury Nig. Plc. Lagos was used for the study. The respondents were selected using convenience sampling. The primary data were generated through questionnaires. Thus, 100 questionnaires were distributed. Respondents included management staff, senior staff, junior staff, and casual staff. Eight (8) of the returned questionnaire were not properly completed and twelve (12) were



not recovered. Therefore, twenty (20) questionnaires in all were not returned. This gave a response rate of 83.3 percent.

The following research hypotheses were postulated and tested:

Ho1-There is no significant relationship between manpower need and employees performance in the firm and organization objectives.

Ho2-There is no significant relationship between manpower strategy and effective performance of staff.

Percentages and tables were used to present and analyze the data. Chi-square tests the research hypotheses. The chi-square test statistic is given by the formulae:

$$X^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

Where:

$O_i$  = Observed frequency of each cell

$E_i$  = Expected frequency of each cell

$X^2$  = Chi-square calculated

$\sum$  = Summation

The decision rule says; accept  $H_0$  if the computed chi-square value is less the table value, otherwise reject it.

## RESULTS AND DISCUSSIONS

**TABLE 1: Distribution of the respondents, which states the opinion if the company support career advancement of workers.**

OPTIONS	FREQUENCY	PERCENTAGE (%)
STRONGLY AGREE	50	62.5
AGREE	20	25
DISAGREE	6	7.5
UNCERTAIN	-	-
STRONGLY DISAGREE	4	5
TOTAL	80	100.0

SOURCE: Field Work, 2011.

Base on the above table, it is perceived that 62.5% of the respondents are in support. 25% of the respondent seconded by agreeing with the first opinion and 7.5% of the respondents disagree to this opinion and some do not tick while 5% of the respondent strongly disagree to this opinion which shows that the firm is in support of workers career advancement both for junior and senior workers.

**TABLE 2: Distribution showing the respondents opinion on how manpower helps in efficient and effective organization objectives**

OPTION	FREQUENCY	PERCENTAGE (%)
MEETING OF TARGET	40	50
PUNCTUALITY OF WORKERS	25	31.25
QUALITY OF PRODUCT	15	18.75
TOTAL	80	100.0

SOURCE: Field Work, 2011.



From the above table 50% of the respondents ticked the first opinion which says manpower help in the meeting of target. 31.25% of respondents ticked punctuality of workers and 18.75% of the respondents support the last opinion which say's quality of product. In this questions, manpower help in the efficient and affective organization objectives.

**TABLE 3: Distribution showing how training programme in Cadbury Nigeria Plc is conducted**

OPTION	FREQUENCY	PERCENTAGE (%)
ONCE IN TWO WEEKS	5	6.25
ONCE IN A MONTH	10	12.5
ONCE IN THREE MONTHS	25	31.25
ONCE IN SIX MONTHS	20	25
ONCE IN A YEAR	20	25
TOTAL	80	100.0

SOURCE: Field Work, 2011.

Base on the above analysis 25% of the respondents ticked once in two weeks and 12.5% of the respondent tick once a month. 31.25% of the respondents agreed by ticking once in three months while 25% of respondents tick once in six months and 25% of the respondents supported by ticking once a year.

**TABLE 4: Distribution of the respondents showing whether Cadbury Nigeria Plc sends their senior staffs overseas for management courses**

OPTION	FREQUENCY	PERCENTAGE (%)
STRONGLY AGREE	40	50
AGREE	30	37.5
UNCERTAIN	5	6.25
DISAGRE	2	2.5
STRONGLY DISAGREE	3	3.75
TOTAL	80	100.0

SOURCE: Field Work, 2011.

From the above analysis, it can be perceive that 50% of the respondents support the first opinion by agreeing that Cadbury Nigeria Plc send their senior staffs oversea for managerial course and 37.5% of the respondents seconded the first opinion by agreeing to the effect. 6.25% of the respondents disagree to this and 3.75% of the respondents strongly disagree to this effect.

## TEST OF HYPOTHESIS

Chi-square ( $\chi^2$ ) method would be used in analyzing the hypothesis. The application of chi-square test-which is a non parametric statistical method is very deliberate for easy and comprehensive report after finding the nature of most of the questions used to elicit data from respondents; the use of an ordinal scale of measurement is required.

### Hypothesis One

$H_0$ —there is no significant relationship between man-power need in employee performance in the firm and organization objective.



**TABLE 5: MANPOWER NEED FOR EMPLOYEE PERFORMANCE IN THE FIRM AND ORGANISATION OBJECTIVE.**

	MALE	FEMALE	TOTAL
	(YES)	(NO)	
HIGH	20	12	32
AVERAGE	25	16	41
LOW	5	2	7

Degree of freedom

$$Df = (r-1) (c-1)$$

$$= (3-1) (2-1)$$

$$Df = 2$$

**EXTENT OF WORKERS**

**LOW**

**PERFORMANCE**

Male

**HIGH**

**AVERAGE**

$$\frac{50 \times 20}{80}$$

$$= 12.5$$

$$\frac{50 \times 25}{80}$$

$$= 15.62$$

$$\frac{50 \times 5}{80}$$

$$= 3.13$$

Female

$$\frac{30 \times 12}{80}$$

$$= 4.5$$

$$\frac{30 \times 16}{80}$$

$$= 6$$

$$\frac{30 \times 2}{80}$$

$$= 0.75$$

s/n	O	$\Sigma$	$o - \Sigma$	$(o - e_i)^2$	$\frac{(o - e_i)^2}{e_i}$
1.	20	12.5	7.5	56.3	4.5
2.	25	15.62	9.98	87.98	5.63
3.	5	3.13	18.7	349.7	1.12
4.	12	4.5	7.5	56.3	12.5
5.	16	6	10	100	16.67
6.	2	0.75	1.25	1.56	2.08
					42.5

Calculated chi-square

$$\text{Value}(x^2) = 42.5$$

Tabulated chi-square

$$\text{Value} = 5.99$$

### INTERPRETATION OF FINDINGS

From the findings above it can be denoted that the chi-square ( $x^2$ ) calculated value of 42.5 is greater than chi-square tabulated value of 5.99 at 0.05 alpha level of significant and at 2 degree of freedom we will reject the null hypothesis and accept the alternative hypothesis which stipulate that there is significance relationship between manpower need and employee performance in the firm and organization objective.



### HYPOTHESIS TWO

$H_0$ —there is no significant relationship between manpower planning strategy and effective performance of staff.

**TABLE 6: MANPOWER PLANNING AND EFFECTIVE PERFORMANCE OF STAFF**

	MALE	FEMALE	TOTAL
	(YES)	(NO)	
HIGH	25	0	25
AVERAGE	18	25	43
LOW	7	5	12
TOTAL	50	30	80

Degree of freedom

$$Df = (r-1) (c-1)$$

$$= (3-1) (2-1)$$

$$Df = 2$$

#### EXTENT OF WORKERS PERFORMANCE

Male

HIGH

$$\frac{50 \times 25}{80}$$

$$= 15.63$$

AVERAGE

$$\frac{50 \times 18}{80}$$

$$= 11.1$$

LOW

$$\frac{50 \times 7}{80}$$

$$= 4.4$$

Female

$$\frac{30 \times 0}{80}$$

$$= 0$$

$$\frac{30 \times 25}{80}$$

$$= 9.40$$

$$\frac{30 \times 5}{80}$$

$$= 1.87$$

s/n	O	$\Sigma$	$o-\Sigma$	$(o-e)^2$	$\frac{(o-e)^2}{e}$
1.	25	15.63	9.37	87.79	5.53
2.	18	11.1	6.9	47.61	4.3
3.	7	4.4	2.6	6.76	1.53
4.	0	0	0	0	0
5.	6.25	9.40	15.6	243.4	25.88
6.	5	1.87	3.13	9.79	5.24
					42.28

Chi-square value

$$X^2 = 42.58$$

Tabulated chi-square value

$$= 5.99$$

### INTERPRETATION OF FINDINGS

Base on the findings which we perceive, the calculated chi-square value of 42.58 is greater than the tabulated value of 5.99 at 0.05 alpha level of significant and at 2 degree of freedom we will reject the null hypothesis and accept the alternative hypothesis. There is significant relationship between manpower planning strategy and effective performance of staff.



## CONCLUSION AND RECOMMENDATIONS

Performance appraisal and training programme strategies has become a vital tool in planning for manpower in the organization for effective and efficiency management.

All corporate organization both public and private should adopt this strategy. Ubeku (1975), support the use of weighted point method in evaluating and assessing of workers performance. Its focus is to check and balance the current stock (workers) base on their job which will help in building of individual skill, competitiveness, attitude and lapses of workers or encouragement on the job by assessing them base on their performance. Report from their supervisor or subordinate as Casto (1998) view training and development as the intellectual and conceptual progress made on the job that focus in acquiring skill, knowledge etc.

In other to undertake new responsibilities and challenges, this study concludes that there is direct relationship between manpower need and organization objective. The study, to a large extent has revealed that manpower strategy applied in the firm e.g. performance appraisal method and training programme have improved the capabilities of employees by enabling them to perform their job better.

## RECOMMENDATIONS

Base on the findings of this study, showing the significance of manpower planning strategies including performance appraisal method and training programme techniques including problems militating against the possibility of sustainable increase in workers performance and productivity. It is pertinent to make certain recommendation which will definitely serve as a guide toward improving organization objective and advancement of firms in Nigeria.

1. There should be proper and accurate appraisal for skill, knowledge and personality characteristics of employee by the management of the company or organization. This is necessary because the success and failure of any firm or organization is largely determined by the caliber of its workforce and structure.
  2. There should be adequate and well qualitative motivation package, wages and salaries and other benefits for workers as part of their share in the firm and should not be deprived of it because the success of the organization depend on the employees performance.
  3. It is also suggested to Cadbury Nigeria Plc to map out strategies for identifying efficient and competent personnel. This maybe achieve by applying a system approach, which must be functional and systematic in terms of providing adequate information flow, feedback and control mechanism to facilitate interaction of the training programme.
  4. New employees in Cadbury Nigeria Plc should undergo induction courses by the management or inducted by their supervisor or superior regardless of their experience, qualification etc before carrying out their job.
  5. Management should make sure that the environment is conducive for training programme in other to avoid hazard/danger which can destabilize the firm from acquiring the skill and knowledge required.
- Beyond doubt if all this suggestions and recommendations are put into consideration; it will go a long way in increasing the productivity of the workers in Cadbury Nigeria Plc.

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