

IMPACT OF HUMAN RESOURCE PLANNING ON ORGANISATIONAL PERFORMANCE IN ACCESS BANK.NIG PLC

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ABSTRACT

This study seeks to investigate the Impact of Human Resource Planning on Organizational Performance in Access Bank Nig Plc. The study cover 2018 ---2023,The variables that were discussed extensively in this study includes Manpower planning, Training and development, strategic action and employee motivation. Data of this study were collected from the list of Top, Middle and Junior managers in the studied bank. A total of 200 sets of questionnaire were administered to the selected sample, 195 were successfully retrieved out of which a total of 190 were found suitable for use in analytical purposes representing approximately 95% of the sample used. The four research hypotheses were tested using correlation and multiple regressions via the aid Statistical Packages for Social Science (SPSS) version. The finding of study in general

indicates that, Human resource planning has significant relationship with organizational performance. The study also recommends that, Banks should through human resource planning policies introduce and institutionalize effective human resource plans to proactively forecast, recruit and select the actual numerical strength of manpower needs of the organization if the intension is to increase productivity and organizational performance.

Keywords- Planning, performance, employee motivation, training and development

INTRODUCTION

1.1 Background to the study

Human resource planning was introduced because at previous times there was no suitable system of managing people within the organization and certainly while following the human resource planning, top managers realized that the efficiency of work has increased and certainly there were some techniques and processes developed which can increase the organizational performance, then gradually the whole layout of human resource planning which one of the function of human resource management was made and it was concerning the staffing needs, its demand and supply (Farman and Husnain 2013). Human resource management which happens to be the foundation of human resource planning is seen as a set quantity of work in an organization that focuses on the management of staffing, giving direction to the people who work in the organization and issues related to the people such as hiring, employee motivation, remuneration, communication, wellness, safety administration and training. Anya, Umoh and Gift (2017) stated that, Human resource planning is the core of human resource management and human resource planning is an enabling tool in the areas of organizational forecasting, recruiting and retaining competent workforce in order to meet the organizational goals. Anya, Umoh and

Gift (2017) further pinpointed that, human resource planning has to do with forecasting demand for manpower based on its business needs and employing strategies required to meet these needs (Mursi 2003) posits that, human resource planning is a process of guiding activities related to the human resources management. Armstrong (2006) described HRP as a sequence of action in which attempts are made to estimate the demand for labour and evaluate the size, nature and sources of supply required to meet estimated demand; considering the task, responsibilities, and/or duties to be carried out. This futuristic exercise carried out by organizations to see how the organizations objectives matched with the changing business environment. This is in collaboration with Cole's (2002) assertion that HR, plans are associated with identifying the organization's demand for HR and devising means to ensure a sufficient supply of labour is available to meet that demands in relation to the required knowledge, experiences, abilities, and skills. HRP entails defining the specified objectives of the organization, initiate and establish a sound strategy for realizing these objectives, and develop a comprehensive "rolling plan" to integrate its activities (Lunenburg, 2012; Robbins & Judge, 2011). Organizations need to know how many people and what sort of people they need to meet present and future business requirements. The people in the organization and their level of knowledge and skills will determine how competitive an organization will be at the global market. Human resource planning will enable management recruit competent individual or employees that will deliver on the goals and objectives of the business. Mello (2001) asserted that human resource planning is essential in organizational unstable or unbalanced periods like during mergers, amalgamation, consolidation and when labor market settings are studied or when joblessness is low. The above assertion shows that the complex and dynamic nature of business environment needs to be planned ahead of time since uncertainty now characterized workplace activities. Muhammad, Zulfqar and Javed (2012) showed an example of how companies embark on human resource planning in organizations. According to them, "Kroger Company evaluated its employee analytical skills, how they manage stress, and how they exhibit self-control while rendering customer services; they planned to select the candidates for the evaluation on the basis of a survey which they carried out through their customers on what factors actually affect customer services (Murphy and Zandvakili, 2000)". This illustration is a typical example of human resource planning. Human resource planning will enable organizations to plan on the way forward in the aspect of evaluating and analyzing the competency of its manpower in adopting to the changing environment since today's customers and stakeholders of business are no longer static.

On the other the hand, every organization is goal seeking and none is established without gearing towards achieving its objectives. According to Baker & Sinkula, (2005) organizational performance guarantees the continuity of the organization to be competitive in a global market

place. It this continuous stay in business that has made top management to employ several management approaches and theories to remain competitive and survive the business environment. (Griffin, 2003) stated that organizational performance is seen as a multi-dimensional construct consisting of more than simply financial performance. This implies that performance of the organization does not ends in its financial growth but the extent to which the organization is able to meet the needs of its stakeholders and its own needs for survival. In this sense, organizational performance depicts that an organization is achieving its mission and goals. The challenge for any organizational performance is generally indicated by the effectiveness of an organization to achieve its objectives and efficiency to use the resources properly, satisfaction of employees and customer innovation, quality products and services and thereby ability to maintain unique human resource pool (Katou&Budwar, 2007). Afzal, Mahmood, Sherazi, Sajid& Hassan, (2013) asserted that organizational performance entails cyclical activities that are applied to established organizational predetermined objectives, monitoring progress towards attaining these objectives, and making adjustments to realize them more proficiently and successfully. It is for this reason that Organizational Performance is established upon the view that the organization constitutes an array of productive assets viz; human, financial material, and other resources for attaining its shared purpose (Afzal et al., 2013). Here, we can conclude that, the manner at which organizations focus on adopting the right management approach in dealing with its employees will determine the overall performance of the business. It is what top management has put in place earlier and their quick prediction that will enhance effective performance at workplace.

1.1 Statement of the Problem

Human resource planning encompasses the process that identifies the number of employees a company or firm requires in terms of high quality and quantity; hence it seen as an ongoing process of regular and structured planning. This planning process confirms that employees are in the right number as required i.e. there is neither a surplus of manpower nor a shortage. The surplus of employee might cause excess wage bill to the firm while shortage might cause delay in prompt service delivery by the firm. Parker and Caine (2006) states that it is important for organizations to have the right number of manpower in order to avoid unwanted situation i.e. issue of shortage and excess of manpower. Hassan (2003) states that failure to properly articulate and implement the three fundamental functions of human resource planning which include labour forecast, managing demand for employees and available supply in market and organisational performance. But, only few studies have considered the banking sector in Nigerian (Julius, Benneth and Motunrayo, 2018). This vacuum discovered within the banking sector in relations to adequate selection and giving out appropriate incentives to employees has led most banks especially in Nigeria to embark on retrenchment and redundancy on the side of employee

and this has affected the overall performance of the organization. However, this study aims at creating a link between human resource planning and organizational performance in Access Bank Nig Plc

2.3 Objectives of the Study

The general objective of this study is to investigate the impact of human resource planning on organizational performance. Specifically, the study stipulated the following objectives (i.e Specific objective of the study):

1. Ascertain the extent to which manpower planning relates with organizational performance.
2. Access the extent to which employee training and development relates with organizational performance.
3. Examine the level of relationship that exists between strategic action and organizational performance.
4. Appraise the effect of employee motivation on organizational performance

1.4 Research Hypothesis

- H₀₁:** There is no significant relationship between manpower planning and organizational performance.
- H₀₂:** Employee training and development has no effect on organizational performance.
- H₀₃:** Strategic action does not have effect on organizational performance.
- H₀₄** Employee motivation cannot influence organizational performances

REVIEW OF RELATED LITERATURE

2.1 Theoretical Review

Several theories within and outside the field of management can be use to give or show the relationship between the two studied variables but in this study, Resource Base View (RBV), Ability, Motivation and Opportunity (AMO), and Contingency theory is considered. These stated theories are considered because most empirical studies have relied massively on these theories as

the baseline when discussing human resource planning and organizational performance (Boselie, Dietz, and Boon, 2005; Fleetwood & Hesketh, 2008).

2.1.1 Resource Base View (RBV)

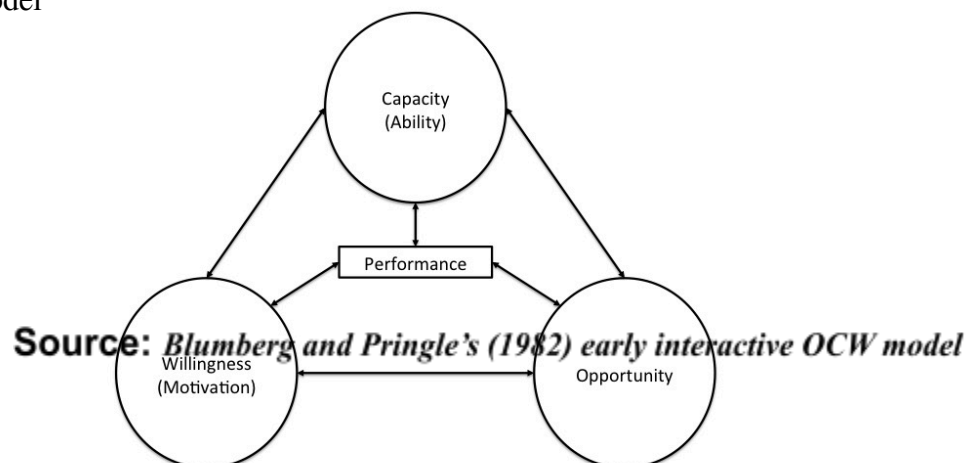
The proponents of this view argue that organizations should scrutinize their internal resources that yield competitive advantage instead of concentrating on competitive environment. The RBV is the organizational unique resources and capabilities which distinguishes one organization from the other organizations in the similar organization. The RBV points out that organizations can develop sustained competitive advantage only by creating value in a way that is rare and difficult for competitors to imitate (Petra and Juan, 2014). Basically, It was specified to demonstrate how firms attain continuous competitive advantages. Promoters of RBV has illustrated why organizations contradict and how significant it is when it comes to RBV, Resource-based theory behaves businesses as potential maker of value-added abilities, and the underlying firm's expertise includes looking at the resources and assets of the organization from a KBP (knowledge-based perspective). This perspective focuses on the idea of costly-to-copy features of the organization as origins of investment returns and the means to attain competitive advantage and quality performance. It is important that organizations identify technology and infrastructure capabilities that directly impact positively organizational performance (Van Ewyk. 2000). The resources that contribute to a firm's success are valuable, rare, inimitable, non-substitutable, appropriable, and specialized capabilities that bestow the firm's competitive advantage. These resources are intangible in nature and include staff know-how, organizational culture and reputation. These resources are called strategic assets (Newbert, 2017). The resources that contribute to a firm's success are valuable, rare, inimitable, non-substitutable, appropriable, and specialized capabilities that bestow the firm's competitive advantage. These resources are intangible in nature and include staff know-how, organizational culture and reputation. These resources are called strategic assets (Newbert, 2017). The RBV has gained importance in the field of strategic management. Specifically, during the 1990s, the RBV gained much attention in explaining why some firms out performed others (Ray et al., 2016). Within the RBV, capabilities are referred to as being the most important contributor to a firm's success and are ultimately reflected in managers and staff know-how (Grant, 2017). Capabilities can be considered a superior resource in a firm's resource pool as a result of being dynamic. This assists the firm in acquiring and developing all other assets .The main proposition of the RBV is that competitive advantage is based on valuable and unique internal resources and capabilities that are costly for competitors to imitate. This implies that competitive advantage is an outcome of resources and capabilities residing within the firm, but these capabilities can be "directed" towards the environment of the firm. Thus, if the firm is able to exercise this capability faster than its competitors it can give the firm a competitive advantage (Choudhury & Xia, 2017). On the other

hand, organizations that fail to move faster than its competitors in the area of utilizing the available resources will end up taken over by its competitors and the overall performance of such organization will be at a low pace.

2.1.2 Ability, Motivation and Opportunity (AMO) Theory

AMO theory has been in existence over the years. Popularity of AMO began shortly after the publication made by Appelbaum, Bailey, Berg, and Kalleberg, (2000) on their AMO book, and has remained strong and stable in the field of management since. In a review by Boselie et al (2005), identified 42 instances when AMO was cited, while in review of Jiang, Lepak, Hu, and Baer, (2012) AMO was found to be used an additional 52 times. A comprehensive systematic literature review published elsewhere (Townsend, Cafferkey, Kellner, and Winterton, 2017) indicates 43 articles have demonstrated application of AMO in the research design within the HRM/HRP field, outside of merely mentioning it in the literature review or to examine findings. This means that the theory of AMO has been used by various scholars in management discipline. In the main, researchers/scholars tend to genuflect to AMO as a means to legitimize HRM and performance. The concern is that AMO is, or could be, used to retrofit a study to provide a sense of legitimacy. According to Marin-Garcia and Tomas (2016), AMO is a commonly acknowledged framework to attempt to explain performance, and is used widely in HRM. Purcell, Hutchinson, Kinnie, Rayton, and Swart (2003) stated that, the AMO model can also be used to understand behavioural processes between people management initiatives and potential performance improvements in organizations. There is a lot to like about this model and, hence, intuitive acceptance is commonplace in the discipline (Boselie, Dietz, and Boon, 2005). AMO theory allows various practices to be grouped together into three different dimensions of performance antecedents and suggests the interaction of these elements can help predict a large number of performance outcomes. Below is the diagrammatical illustration on the AMO model affect HRM/HRP and its effect on the overall performance of the organization.

Fig 1. AMB Model



Ability-enhancing HRM/HRP practice - means the organizations use recruitment and selection, training and development to increase the employees' ability to perform as expected and achieve specific organizational goals (Guerci, Radaelli, Battisi, & Siletti, 2017). Meanwhile, according to Bello-Pintado (2015), ability-enhancing HRM/HRP practice is referred as the practices that enhance the workers' abilities to achieve organizational objectives through new hires and investment in training. Furthermore, according to Jiang, Lepak, Han, Hong, Kim & Winkler (2012), ability-enhancing HRP practices are the practices that influence the workers' competencies via recruitment and selection, training and development. In other words, ability-enhancing HRP practices are the practices that increase the employees' abilities and competencies to achieve organizational goals. Ability-enhancing HRM practices included recruitment, selection, training and development practices (Guerci et al., 2015; Gardner, Wright & Moynihan, 2011; Jiang et al., 2012). Recruitment and selection practices were sought to ensure searching for potential employees and choosing the right employees that match with the skills and competencies for a specific job requirement. Hence, recruitment and selection were likely to enhance the highly skilled workforce by attracting and selecting employees with higher levels of organizations relevant knowledge and skills. On the other hand, training and development practices increased the knowledge and skill of the employees within the organizations through providing employees with appropriate knowledge and skills to perform the job. Effective recruitment, selection, training and development practices helped organizations to employ and retain good workers, reduced turnover rates, and enhanced employees' morale as indicated in the previous studies (Jiang et al., 2012; Subramony, 2009).

Motivation-enhancing HRM/HRP - practice means that the organization uses contingent rewards and performance management to increase the employees' motivation to perform (Guerci, et al., 2015). Meanwhile, according to Bello-Pintado (2015), motivation-enhancing HRM practice is referred as the practices that enhance the workers' motivation in order to put extra effort when doing the job through rewards and performance management. Furthermore, according to Jiang et al. (2012), motivation-enhancing HRM is the practices that influence employee motivation and effort to increase organizational performance via the compensation system and performance management. In summary, motivation-enhancing HRM practice is the practices that enhance employee motivation within the organizations to perform better. Motivation-enhancing HRM practices included contingent rewards (e.g performance based pay, piece rate systems and profit sharing systems) and performance management. Employees within the organizations are motivated to exert higher efforts in their job when their performance will be rewarded with fair pay. For example, an organization enhances the commitment of the employees within the organization in engaging ethical behaviors by rewarding them with various financial rewards. Performance management also motivates the employees within organizations to perform

when the organizations provide performance standards to employees and communicate performance feedback to them. For example, an organization establishes the ethics performance standards in order to make the organizational members understand what they are supposed to do and this would dramatically improve the organizations' ethical outcomes.

Opportunity-enhancing HRM/HRP - practice means that the organizations use employee involvement practices to increase the employees' opportunity to engage (Guerci, et al., 2015). Meanwhile, according to Bello-Pintado (2015), opportunities-enhancing HRM practices are referred to as the practices that delegate decision making authority and responsibility from top level hierarchy to lower level hierarchy through information sharing. According to Jiang et al. (2012), opportunity-enhancing HRP practices are the practices that give the opportunities to employees within organizations to apply their ability and motivation through job design. In summary, opportunity-enhancing HRM/HRP practices are the practices that increase the employees' chances to contribute in achieving organizational goals. For example, employee involvement in the decision making about ethical issues will allow the employees within the organizations to suggest how to improve the organization's ethics program. As a result, it increases organizational morale because the organizations trust their employees and appreciate the idea of the contribution of the workers. Not only that, it also benefits the organizations' growth since the existing employees within the organizations offer better ethical ideas that suit the organizations' needs to solve the organizations' problems (Lee-Chin, Fee- and Khulida, 2018).

2.1.3 Contingency Theory

Contingency theory expresses that, the definitions of aims, policies and strategies, list of activities and analysis of the role at human resource department are valid if only they are related to the circumstances of the organization. According to Magaji A., Lawan Y. & Naziru S. (2018), Contingency theory was developed in 1950 by the findings of leadership behaviour research conducted by researchers from Ohio State University (Nohria & Khurana, 2010). The report showed that effective leadership behaviour evolves around building good rapport and interpersonal relationships (Consideration); and Initiation of structure that ensures task completion and goal attainment. Contingency theory faulted previous theories such as bureaucracy theory of Weber and scientific management of Taylor, claiming that they failed because they neglected the influence of various environmental contingencies on organizational structure and leadership style. That is there could not be "one best way" or "Best fit" for all leadership styles or organizing and in the area of managing the resources of the organization optimally, contingency theory seek to advice that management should look at the current

situation at hand in order to achieve organizational goal. Contingency theory has sought to formulate broad generalizations about the formal structures that are typically associated with or best fit the use of different technologies (Nohria&Khurana, 2010). This perspective originated with the work of (Woodward, 1958) who argued that technologies directly determine differences in such organizational attributes as the span of control, centralization of authority, and the formalization of rules and procedures. The theory upholds an approach to the study of organizational behaviour in which explanations are given as to how contingent factors such as technology, culture and the external environment influence the design and function of organizations (Bastian & Andreas, 2012). The assumption underlying contingency theory is that no single type of organizational structure is equally applicable to all organizations. Rather, organizational effectiveness is dependent on a fit or match between the type of technology, environmental volatility, the size of the organization, the features of the organizational structure and its information system. However, management in the area of human resource planning should consider the current situation of the internal and external business environment for organizational efficiency and effectiveness

2. Empirical Review

Here, we will be looking at previous and related works/articles on human resource planning on organizational performance and its variables. Mohammadnoor, Abdullah, Mohd, and Hamza (2014) examine the effect of human resource (HR) planning, training and development towards organizational performance in the Government Ministry in the Kingdom of Jordan. The study population, which consisted of employees in the HR departments in 23 Jordanian ministries, comprised 166 respondents. To achieve the study objectives, the researcher developed and distributed a questionnaire, and collected and analyzed the data using SPSS. An overall analysis was performed based on the descriptive statistics and correlation analysis. The results indicated that HR planning, training and development significantly correlated with the organizational performance in the Jordanian Ministry. Farman and Husnain (2013) investigated on the effect of human resource planning on the organizational performance. Objective of the study was to determine key determinants of formal human resource planning that contributes towards performance in the telecom sector. The results from the factor analysis on HRP measures selection, training, and incentives and the organizational performance measures which are job satisfaction, efficiency, employee motivation and technology constitutes significant and a positive relationship with other. Anya, Umoh& Gift (2017) empirically test human resource planning as it concerns forecasting manpower demand and strategic action on organizational performance of oil and gas firms in Port Harcourt. 5(five) firms were selected using stratified sampling technique in oil and gas firms in Port Harcourt. The Taro Yamane was used to determine the sample size which aggregate of 70 managers and supervisors was derived. Using the spearman rank order

correlation coefficient, the study found out that there is a significant relationship between human resource planning and organizational performance. Helavalada and Julius, (2017) conducted a study on the Significance of Manpower Planning for Effective Utilization of Human Resources in an Organization. The study reveals that organizations need to be proactive in recruiting and retaining employees. Hence, showing that manpower planning have positive relationship with organizational performance. Faisal et al. (2017) investigated the impact of motivating the front line employees of retail stores in Jordan on the organizational commitment. The results showed that significant impact from employee motivation of front line employees on organizational commitment (affective, normative and continuance).

2.3 Gap in Knowledge

Human resource planning is one concept in management that contributed massively to the success of most modern organizations and it has helped organizations gained competitive advantage in the business environment. Despite the huge contribution by contemporary scholars in human resource planning in relation to organizational performance, most of the studies were carried out in outside countries and even majority of the studies carried out in Nigeria neglected the banking sector which contributes massively to the growth of the Nation's Economy. But, only few studies have considered the banking sector in Nigerian (Julius, Benneth and Motunrayo, 2018). This vacuum discovered within the banking sector in relations to adequate selection and giving out appropriate incentives to employees has led most banks especially in Nigeria to embark on retrenchment and redundancy on the side of employee and this has affected the overall performance of the organization

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

The design used for this study is a descriptive survey, thus data was systematically collected at a point in time, analyzed and presented to give a clear picture of Human Resource Planning practices at the organizational level. Kothari (2010) states that, it can be described as encompassing the methods for the collection, measurement and analysis of data related to the research objectives A descriptive research was used in that it is basically designed to find out the existing situation of a particular phenomenon of concern. In other words, a descriptive research is the research which deals with the relationship among non-manipulated variables. In descriptive research, the events or conditions either already exist or have occurred and the researcher mainly selects the relevant variables for an analysis for their relationships. This type of research is a systematic attempt to collect information from members of an identifiable population particularly, employees of manufacturing organization. The rationale for using the descriptive

survey is that it helps in telling what the situation is in a systematic manner; it involves collection of accurate data for the purpose of determining the current nature of the subject of study thus impact of human resource planning on organizational performance; it also involves formulation and testing or research questions by describing the situation and using logical methods for inductive-deductive reasoning to arrive at generalizations. The descriptive survey follows specific procedures and makes possible interpretation of data collected. Here, research questions are raised and answered in a descriptive way. Any other person therefore can follow the same procedure and come out with the same results. The descriptive survey minimizes personality values; beliefs and predisposition of the researcher since there are laid down procedures to follow. The descriptive survey also provides the researcher with instruments which are easier for the collection of data for the study.

3.2 POPULATION OF THE STUDY

Population of study is define with respect to the sampling frame used for the study.

The study was conducted in Access Bank of Nigeria, In the course of this study, the target population was four hundred (400) employees of Access Bank of Nigeria Plc, Human Resources Department.

3.3 SAMPLE SIZE

As a result of the inability of the researcher to effectively study the whole Firm under study, a representative number was chosen as the sample size population. The sample methods used is the Taro Yamane method for sample size calculation which was formulated in 1967 by statistician Taro Yamane. Below is the mathematical illustration for the Taro Yamane method:

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

Where:

N is the Population = 400

1 is the constant = 1

e is the degree of error expected = (0.05)²

$$n = \frac{400}{1 + 400(0.05)^2}$$

$$\frac{400}{1 + 400 (0.0025)}$$

$$\frac{400}{1 + 1}$$

$$\frac{400}{2}$$

$$n = 200$$

3.5 METHOD OF DATA COLLECTION

Data was collected through primary and secondary sources. Questionnaires administered to respondents are of the primary data sources. The library as well as the internet sources constituted my secondary data collection medium. This includes journals, newspaper, magazines, textbooks research finding report etc

DATA ANALYSIS, INTERPRETATION AND PRESENTATION RESULTS

4.1 Data Analysis

This focuses on the analysis of data and information collected through questionnaires administered to employees and consumers of Access Bank of Nigeria Plc, Data presented and analyzed were dichotomized into three parts, the respondents profile with percentage weight, the regression analysis of other research data and the testing of hypotheses formulated for the study. The findings from the field survey was examined and presented below:

A total of 200 sets of questionnaire were administered to the selected sample, 195 were successfully retrieved out of which a total of 190 were found suitable for use in analytical purposes representing approximately 95% of the sample used.

4.2: Analysis of Respondent's Profile

Table 4.1 Analysis of Respondent's Profile

S/N	Variables	Frequency	Percentage (%)
1	Number of years in Bank		
	Below 5years	62	32.6
	5-10years	97	51.1
	10 and above	31	16.3
	Total	190	100
2	Gender		
	Male	88	46.3
	Female	102	53.7
	Total	190	100
3	Marital Status		
	Married	111	58.4
	Single	72	37.9
	Divorced	7	3.7
	Total	190	100
4	Educational Qualification		
	WAEC	20	10.5
	OND/NCE	20	10.5
	HND	40	21
	BSC	60	31.5
	MSC	40	21
	PHD	10	5.3
	Other	-	-
	Total	190	100

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Source: Field Survey 2024

The table above indicated the respondent's profile: from the finding, it was seen that, 62 of the respondent worked between 0-5years with percentage of 32.6%, 97 of the respondent worked between 5-10years with percentage of 51.1%, while the 31 being 16.3% worked between 10 years above of the sample used.

The age composition of the respondent as indicated on the table above showed that respondents representing 46.3% were male while 102 representing 53.7% were female.

4.3 Hypotheses Testing

The Decision Rule

If the probability value calculated is greater than the critical level of significance, then the null hypotheses will be accepted while the alternate hypotheses is rejected and vice versa. If the probability value of 0.00 is smaller than the critical value of 5% (i.e. $0.00 < 0.05$), we conclude that the given parameter is statistically significant. In this situation, it is accepted that there is need to reject the null hypotheses and to accept the alternate.

Hypothesis One (H_{01}): There is no significant relationship between manpower planning and organizational performance.

The multiple regression tables 4.8 express how manpower planning influences organizational performance. The regression analysis for manpower planning and organizational performance on the test of hypothesis one, table 4.8 indicated that the exact level of significance calculated (.000) is less than the probability of committing a type error (0.05). Given the result, the null hypothesis would be rejected in and the alternate accepted. Thus, implying that, there is a statistical significance relationship between manpower planning and organizational performance

Hypothesis Two (H_{02}): Employee training and development has no effect on organizational performance

Table 4.8 shows how web-based advertising influences brand performance. The exact level of significance (.004) is less than the probability of committing a type one error (0.05). There is the need therefore to reject the null hypothesis stating that there is a no significant relationship

between employee training and development and organizational performance, while accepting the alternate that stated otherwise. Hence, there is a significant positive relationship between employee training and development and organizational performance.

Hypothesis Three (HO₃): Strategic action does not have effect on organizational performance

The coefficient table 4.8 also shows how strategic action helps in influencing organizational performance. On hypothesis three showed in table 4.8, it reviewed that the exact level of significance (.002) is less than the probability of committing a type one error (0.05). There is the need therefore to reject the null hypothesis stating that there is a no significant relationship and accepting the alternate that stated otherwise. Hence, there is significant positive relationship between strategic action and organizational performance.

Hypothesis Four (HO₄): Employee motivation cannot influence organizational performance

The coefficient table 4.8 also shows how employee motivation influences organizational performance. On hypothesis four showed in table 4.8, it reviewed that the exact level of significance (.003) is less than the probability of committing a type one error (0.05). There is the need therefore to reject the null hypothesis stating that there is a no significant relationship and accepting the alternate that stated otherwise. Hence, there is significant positive relationship between employee motivation and organizational performance.

4.4 Discussion of results

Here the researcher discussed the findings of the study based on the regression analysis and support from the literature reviewed.

Manpower Planning and Organizational Performance

Table 4.8 shows that the regression analysis result for manpower planning and organizational performance which exhibited a significant positive relationship with organizational performance, giving the Beta value ($\beta = .580$, $p = 0.05$). More so, the result in table 4.9 shows that .426 (42.6%) variations in organizational performance are accounted for by changes in manpower planning. However, the result of the tested hypothesis indicates that there is significant positive relationship between manpower planning and organizational performance. This finding aligned with Noel, Charles and Devanna (2004) viewed that organizations should carry out manpower planning so as to meet business objectives and gain an advantage over their competitors. To do

so, organizations need a clear idea of the strengths and weakness of their existing internal labour force.

Employee Training and Development and Organizational Performance

Table 4.8 shows the regression analysis result for employee training and development which exhibited a positive relationship with organizational performance, giving the Beta value ($\beta=.103$, $p=0.04$) with $p<0.05$. However, the result of the tested hypothesis indicates that there is significant positive relationship between employee training and development and organizational performance. This is supported by Michael, (2000) this shows that employee performance is important for the performance of the organization and training & development is beneficial for the employee to improve its performance. For employees to perform effectively, it is expected that management of organizations give employees pre-training and on the job training. It is also very necessary for the organization to design the training very carefully.

Strategic Action and Organizational Performance

Table 4.8 also shows that the regression analysis result for strategic action which exhibited a significant positive relationship with organizational performance, giving the Beta value ($\beta=.314$, $p=0.02$) indicating that $p<0.05$. However, the result of the tested hypothesis indicates that there is significant positive relationship between strategic action and organizational performance. This finding is in consonance with Wayne and Andrew, (2016) For a strategy to be assessed as being perfectly or fully deliberate an organization would need to have a documented set of intentions that outline clearly the action that is to follow. Then, to ensure that the majority of organizational actors agree with the proposed intentions there would need to be acceptance from virtually all the actors.

Employee Motivation and Organizational Performance

The table 4.8 shows the regression analysis result for employee motivation which exhibited a positive relationship with organizational performance, giving the Beta value ($\beta=.122$, $p<0.04$). However, the result of the tested hypothesis indicates that there is significant positive relationship between employee motivation and organizational performance. This finding is in accordance with the assertion of Geomani (2012) supposed, that motivation is very significant in the achievement of every organization's growth. George and Sabapathy (2011) argued, that work motivation stimulates an individual to take an action, which will result in attainment of some goals, or satisfaction of certain psychological.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY OF FINDINGS

Employees believe that appointments in the banking firms are based on merit. They also agreed that it is better to recruit internally in order to motivate employees. Employees strongly believe that their organizations selection systems select those with desired knowledge, skills and attitude.

Manpower planning is indispensable for an organization to perform the activities efficiently as well as in a way that apparent that the organizational development as well as the success of the business is on account of highly competent people that a business organization keeps, manpower planning is one of the key functions of human resources management that manages to maintains the good will of a business.

The study found out that training and development programmes in the forms of orientations, inductions and familiarization activities also impact on organizational performance. For training and development programmes to have a rewarding impact on organizational performance, its design and delivery should be well executed. Well trained and developed employees identify that are committed to their organizations.

It was found from the research that strategic action for performance influences on organizational performance. Strategic Action enables managers of an organization to identify actions which happen either according to the plan or despite the plan.

Organization becomes more successful, as their employees continuously look for ways to improve their work. It is the level of motivation an employee receive continuously that will determine his or her level of extra ordinary commitment at workplace

5.2 CONCLUSION

This research has provided an overview and a discussion of human resource planning in banking firms. It chiefly focused on perception of employees on human resource planning, policies and programmes and the impact of such human resource planning on organizational performance.

The purpose was to critically evaluate the perceptions of employees on human resource management practices and establish the impact of properly managing human resources on organizational performance.

This process produced results that indicated that banks needed to pay much more attention to the proper management of their human resources in order to realize their full potential and create competitive advantage through them.

In a nutshell, this study has been conducted in manufacturing firms and concluded that the proper management of human resources has enormous impact on organizational performance.

5.3 RECOMMENDATION

An in-depth literature review guided the theoretical/empirical perspectives of the study which aided the research hypotheses; enhancing the discussion on findings as well as the conclusion. Based on the aforementioned, it was recommended that:

Banks should through human resource planning policies introduce and institutionalize effective human resource plans to proactively forecast, recruit and select the actual numerical strength of manpower needs of the organization if the intension is to increase productivity and organizational performance.

Banks should ensure to link pay to performance. This type of compensation structure is known to ensure fairness, eliminate conflict and tension and propel employees to higher performance.

It is recommended that there should be a coherent and strategic training and development that is planned to match both individual and organisational interest, budgets for training and development should be solely dedicated to such purpose. To reap the full benefits of training and development programmes, adequate monitoring etc

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Appendix 1

MICHAEL AND CECILIA IBRU UNIVERSITY, UGHELLI, DELTA STATE DEPARTMENT OF BUSINESS ADMINISTRATION QUESTIONNAIRE

April, 2020

Dear Sir/Madam,

The researcher is an undergraduate student of the Michal and Cecilia Ibru University, Delta State carrying out a research survey on the topic: **“THE IMPACT OF HUMAN RESOURCE PLANNING ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY ON ACCESS BANK, AKURE, ONDO STATE”**.

Kindly fill the questionnaire as honestly and objectively as possible. All information supplied will be treated with utmost confidentiality and used mainly for academic purpose.

Thank you in advance for your co-operation.

(Researcher)

OFOYEJU Endurance T

Questionnaire on the Impact of Human Resource Planning on Organizational Performance

Section A: Demographic Data

Please tick (✓) appropriately that which best suits your positions in relation to the questions raised

1. Name of Bank.....

2. Number of years in Bank

a. Below 5years

b. 5-10years

c. 10 and above

3. Gender

a. Male

b. Female

4. Marital status

a. Married

b. Single

c. Divorce

5. Educational Qualification

a. WAEC

b. OND/NCE

c. HND

d. B.Sc

e. M.Sc

f. Ph.D

g. Others specify....

6. Position in Bank.....

SECTION B: RESEARCH INFORMATION

Please read each of the following statement or questions carefully then tick [✓] the option that best represents your reaction to the statements according to the following scale:

- Strongly Agree (SA)
- Agree (A)
- Neutral (N)
- Disagree (D)

- Strongly Disagree (SD)

QUESTIONNAIRES

S/No	Manpower Planning	SA 5	A 4	N 3	D 2	S D 1
1	Our bank always involve in futuristic exercise (i.e looking into the future) before taking present decision on whom to employ					
2	Our bank management look beyond current abilities of employee during recruitment					
3	Our bank has made planning of workforce top most priority hence making us to be more competitive in the business environment					
4	Recruitment and selection programmes in our bank are based on merit					
5	Planning activities enables our management identify talented employees that carryout specific task					
	Employee Training and Development					
6	Our bank train employees before and after recruitment in order to carry out task effectively					
7	Employees in our institution has developed the habit of acquiring the latest knowledge due to the facilities provided by management					
8	Our bank organize formal and informal training programmes to equipped employees at workplace					
9	Developmental programmes carryout by our management has made us to gain competitive advantage over our competitors					
10	Majority of our employees competent and educated because of management engagement in training activities					

	Strategic Action					
11	Our bank have medium and long-term plans that will sustain us for many years					
12	Our bank formulate and implement the right strategies that satisfies customers need					
13	Our bank policies are always in line with that of employees					
14	Junior staff are also involves policy making process in our bank					
15	We are involved in setting goals that cannot be achieved at the required time					
	Employee Motivation					
16	Our bank sees employees as the only valuable asset hence making employees to put in more effort in their job					
17	Our bank does not delay in terms of salary payment					
18	our bank give out transport allowance to employee every weekend as part of motivator					
19	Additional money is always given to employees as part of reward for higher productivity					
20	Relevant information are always made available to employees in order to compete favorably					
	Organizational Performance					
21	Our bank achieved productivity level against established objectives and goals					
22	Our bank has been able to create value for and meets the interests and expectation of stakeholders due to effective planning					
23	Return on assets in our organization is far above average due to strategic planning of our management					
24	Our bank has achieved economic and financial balance through ensuring employee and customer satisfaction.					

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THANKS FOR YOUR PARTICIPATION

Correlations

		manpower planning	employee training and developm ent	strategic action	employee motivation	organization al performance
manpower planning	Pearson Correlatio n	1	.421**	.383**	.198**	.641**
	Sig. (2-tailed)		.000	.000	.006	.000
	N	190	190	190	190	190
employee training and development	Pearson Correlatio n	.421**	1	.487**	.291**	.375**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	190	190	190	190	190

strategic action	Pearson Correlation	.383**	.487**	1	.294**	.294**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	190	190	190	190	190
employee motivation	Pearson Correlation	.198**	.291**	.294**	1	.262**
	Sig. (2-tailed)	.006	.000	.000		.000
	N	190	190	190	190	190
organizational performance	Pearson Correlation	.641**	.375**	.294**	.262**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	190	190	190	190	190

**, Correlation is significant at the 0.01 level (2-tailed).

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.607	1.328		2.717	.477
manpower planning	.564	.061	.580	9.285	.000
employee training and development	.129	.067	.103	1.544	.004
strategic action	.297	.066	.314	2.218	.002

employee motivation	.131	.063	.122	2.077	.003
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a. Dependent Variable: organizational performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.662 ^a	.438	.426	1.5587

a. Predictors: (Constant), manpower planning, employee training and development, strategic action, employee motivation