

Impacts of Human Resource Planning on Organizational Performance (A Case Study of Cross River Basin Development Authority)

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ABSTRACT

The research investigates the effects of Human resource planning on Organizational Performance of Cross River Basin Development authority (CRBDA). The study is anchored on two theories; theory of career development and the Human Capital theory. The study employed the survey design. The focus of this study was on CRBDA, Uyo Area office in Akwa Ibom State. Stratified random sampling technique was deployed to select a sample size of 74 respondents from the population of 92 staff of the organization. The researcher structured a questionnaire titled “Human Resource Planning and Organizational Performance Questionnaire” (HURESOPQ) for data collection. The data gathered were analyzed using Mean, Range of scores (Minimum & Maximum), Standard deviation, Skewness and Kurtosis, while the IBM SPSS software and analysis of Variance (ANOVA) regression statistic technique was employed to examine the relationship and test the research hypotheses. From the results of findings, it was revealed that, there is a significant effect of Manpower/human resource forecasting needs on the Return on Asset (ROA) of CRBDA. This implies that MANPFAS is very crucial in an organization and that failure of CRBDA to pay high premium to it will lead to a decrease in achievement of organizational performance in CRBDA. Similarly, there are positive and significant impacts of both quality of personnel required/recruited and financial resource availability on the Return on Asset (ROA) of CRBDA. While the recruitment process has no significant effect on Return on Asset (ROA) of the Agency” which may be due to the politicization of employment process in Nigeria based on nepotism and favoritism. Thus, there are significant combine effects of Manpower forecasting, financial resource availability and recruitment process on the improvement of Return on Asset (ROA) of CRBDA. From the results, the study concludes that human resource Planning is the first and one of the fundamental functions of management, and indeed, it is sine qua-non to the establishment, management, operational efficiency and profitability of any business or organization. Management of CRBDA should as a matter of necessity adopt and sustain an accurately precise means of forecasting its manpower needs to accelerate the operational efficiency and organizational performance of the Agency.

Keywords: Planning, Performance, Recruitment, Manpower, and Forecasting.

INTRODUCTION

1.1 Background of the Study

Human resources management is regarded as the lifeblood of the organization since the workforce plays a critical role in an organization's ability to fulfill its goals and objectives. The establishment, management or the attainment of profitability in the organization or business enterprise would be difficult to attain without the overarching ingredient of human resource management which stems from proper, timely and adequate planning. Thus, the human resource is regarded as the engine that propels the wheel of progress of an organization be it public or private. Scholars in the field of management describe it as one of the drivers of growth and productivity without which organizational performance cannot be attained (Eze, Edeoga and Mbah, 2022; Bakaki et al., 2020; Claudio, Silva and Jose, 2015).

An organization will function at its highest level when it has the appropriate mix of human resources that are available when they are required and where they are needed (Goddard, 2022). The ability of a business owner or manager to discover and apply requisite techniques of planning will go a long way to influence the productivity level of employees as well as attainment of set goals and objectives. Thus, the essence of anticipating and maintaining effective planning and forecasting of human resource needs in a business and public organization such as the Cross River Basin Development Authority remains imperative because, no individual, firm, corporate entity or organization, no matter the quality of assets, personnel, level of investment and resources at its disposal, can perform better and achieve its organizational goals and objectives without proper human resource planning (Isaac, Stephen and Kiganane, 2020).

Human Resource Planning (HRP) process tends to focus on the fundamental economic idea of supply and demand in relation to the organization's human resource requirement (Kerich, 2018). It breaches the gap of manpower shortage or capability- insufficiency as well as assists the management of the organization in supplying the right people in the right numbers at the right time and place to accomplish an organization's future needs. In the ideal organization, HRP is the primary stage or step in the human resource management procedure and strategic business growth philosophy. Human resource planning (HRP) therefore, is paramount in the organization because it is the initial stage in the human resource management procedure and strategic business (Chioke and Mbamalu, 2020). It ensures that the organization has the right quality and appropriate quantity of human resource with the requisite competences, at the right time, and in the appropriate locations (Vineeth, 2019).

An organization's human resources are its greatest asset and its effective management is a fundamental source of competitive advantage (Mbonimana, et al.,2022; Mwangi and Wanyama, 2021). This implies that, the performance of employees who are the backbone of any organization is a reflection of the manner they are recruited, selected and trained for available positions. Human resource planning can be defined as anticipating the organization's need for human resources needs as well as the supply of those resources in the future, by making the necessary adjustments between these two and organizational plans, and (ii) anticipating the possibility of increasing the supply of human resources to meet demand by implementing the necessary changes to the human resource management functions (Vetter, 2022). In other words, an organization is an embodiment of several activities, including human resource planning, recruiting and selection for human resources, professional growth, performance evaluation/appraisal, retirement, and remuneration.

According to Dialoke and Duru (2017) human resource planning is a process of aligning an organization's human capital to its business plan to achieve its mission. This means, ensuring that an organization currently has and will continue to have the right people with the right skills in the right jobs, at the right time. According to Ede and Dialoke (2020), it is a means by which manpower need of an organization is anticipated and at the same time helps to prepare for retirement of workers with

the intention of replacing the exiting personnel with the new ones to avoid incurring personnel gap in the organization. In view of these assertions, Onolo, Ogila and Oso (2012) argued that the outlook of all organizations, regardless of sizes and types are directly linked to the personnel. The usefulness and effectiveness of human resources planning in the performance of CRBDA have not been effectively studied. When used successfully, HR planning helps an organization to maximize the use of its human resources, boosting productivity while lowering waste and turnover. The staffs of many organizations are the backbone of that organization and so the performance of CRBDA can be a reflection of their staff and how they are managed, recruited and selected for available positions.

Globally, organizations are realizing that the goals of the business and human resources planning are interwoven, and are linked to organizations performance. The people that are employed in an organization can also make up the human resources of the establishment and they carry out their daily duties for wages, salaries or rewards (Denisi and Griffin 2005). "Human resource planning" aims to assess the present status of an organization's human resources and forecast its future labor needs. Human resource planning, sometimes referred to as workforce planning, aids businesses in attracting, retaining, and maximizing the use of the personnel they need to achieve strategic goals, adapt to alterations in the business environment, and fulfill customer demands. Planning is the pivot upon which the direction, effective management and attainment of predetermined goals and objectives revolve. Hence, it remains one of the major functions of management. It is indeed a fundamental function which permeates every other management level because it determines the nature and scope and reinforces the general activities carried out in the organization (Nmadu et al., 2021, Okafor, Okonkwo and Essell, 2022; Ezigbo, 2003).

Many empirical findings (Okpebenyo, 2021, Omolo, Oginda and Oso, 2012; Sonal and Upreti, 2022; Butali and Njoroge, 2020) are done on other sectors such as the Banking and IT sectors and not on public institution like CRBDA. There is little or inadequate literature as to its contribution and effects to organizational goals and performance. It is upon this threshold of argument that this study is carried out to investigate the impacts of human resource planning on organizational performance of Cross River Basin Development Authority (CRBDA), Nigeria.

1.2 Statement of Problem

The dearth, acute shortage and insufficient availability of the required human capital factor for organizational performance have been the bane of most firms and organizations. One of the major factors bedeviling the profitability and operational efficiency of contemporary organizations has been the problem of human resource planning (Bakaki Ivan, et al., 2020). The organizational performance of public enterprises in Nigeria and CRBDA without exception seem to be impacted and affected by the problem of high rate of workers' under-performance, low productivity, job dissatisfaction and discontentment, lack of timely anticipation of human resource needs, proper planning and recruitment of qualified and quality personnel to man strategic managerial positions which no doubt has slowed- down the pace of the organizational growth and productivity. Obviously, the failure of any organization in proper anticipation and preparation for human resource planning is an impending signal for high inefficiency, waste of resources, low motivation and under-performance. With inadequate workers, employee and public dissatisfaction of service, inefficiency, employee absenteeism and high labour and employee turnover, this problem has placed the agency in a disadvantageous position in terms of competitive advantage due to her inability to make necessary adjustments between human capital needs and availability, volatility in technology, innovations and adaptability to changing operational environment.

By this anomaly, the possibility of increasing the supply of human resources vis-a-vis the task of meeting the demands of optimum service delivery by implementing the necessary changes to the human resource management functions is only imagined than achieved. This analysis goes to

confirm that, an organization is an embodiment of several processes and activities, including human resource planning, recruiting, professional growth, performance evaluation, appraisal, retirement, and remuneration which are all encapsulated as the indexes of organizational performance (Butali and Njoroge, 2020).

Succinctly, there remains a myriad of problems and factors affecting and influencing human resource planning in an organization such as CRBDA. These problems include; misappropriation of scarce resources, paucity of funds, unmet needs for qualified personnel, insufficient training and growth opportunities, a dearth of work analyses, lack of prepared infrastructure, intermittent policy sumersaults, frequent political intervention and interference with policy matters and high bureaucratic bottlenecks which are all evident in CRBDA. These erodes the employee motivation, stifles moral and in-turn causes the variation between employees' goals and that of the organization thereby punctuating the purpose, vision and goal they stand for as well as the accomplishment of the overall organizational performance. This goes to confirm that, one of the fundamental problems facing contemporary organizations whether private or public in developing countries such as Nigeria is how to ensure that the required quality, quantity and competency of workers are recruited, selected, highly trained and motivated to achieve organizational goals and objectives (Voksi, 2020; Ayadele and Etim, 2020).

Similarly, Conferences, seminars, and staff development are strategies to improve employee performance and raise an organization's production and productivity (Eze, Edeoga and Mbah, 2022). But lack or inadequacy of these strategies and opportunities for employee development and training have constituted an impediment to the attainment of some organization's restructuring with CRBDA without an exception. Thus, the realization of the demand and supply for human resources being a function of human resource planning which should be tailored to the employment of the required personnel coupled with the integration of their purpose, job description and professionalism with the goals and objectives of the organization is yet to be achieved in CRBDA.

The absence and/or lack of human resource planning has negative consequences on an organization. Thus, "an organization's performance depends on the competence of its personnel and the organizational culture they foster (Soebbing, Wicker & Weimar 2015). Despite the relevance of this important management function, there is scanty and inadequate literature relating to the effects of human resource planning on core governmental organization such as CRBDA. Also, many firms and corporate organizations seem to be unaware and/or lacking in its anticipation, formulation and utilization of its enormous significance in boosting their performance. Scholars and researchers in extant literature (Obiwuru *et al.*, 2011 and Stella 2007) have adopted and used different models and variables other than the one used in this study to measure performance. Their foci were on other sectors and spheres like manufacturing, SMEs, IT and Banking sectors, leaving a wide gap in academic literature which this study attempt to fill by establishing a nexus with public organizations like CRBDA. Hinging on this background therefore, it became necessary why this study is carried out to examine the effects of human resource planning on organizational performance in Nigeria and CRBDA in particular perspective.

1.3 OBJECTIVES OF THE STUDY

The Main objective of this study is to investigate the effects of human resource planning on organizational performance (Returns on Asset), using Cross River Basin Development Authority (CRBDA) as a case study. Other specific objectives of the study are to;

- i. Determine the effects of Human resource or Manpower forecasting/ needs on Return on Asset (ROA) of Cross River Basin Development Authority.
- ii. To examine the impact of quality of personnel required on Return on Asset (ROA) of Cross River Basin Development Authority.

- iii. To investigate the effects of financial resource availability on Return on Asset (ROA) of Cross River Basin Development Authority.
- iv. To assess the effects of recruitment process on Return on Asset (ROA) of Cross River Basin Development Authority.
- v. To assess the joint effects of Manpower forecasting (Human resource) needs, quality of personnel required and financial resource availability on Return on Asset (ROA) of Cross River Basin Development Authority.
- vi. To identify challenges and problems that impedes human resource planning and proffer solutions in enhancing effective Organizational performance of Cross River Basin Development Authority.

1.4 RESEARCH QUESTIONS

In order to achieve the objectives of the Study, the following research questions were formulated to guide the study;

- i. How does Manpower forecasting/ needs affect Return on Assets (ROA) of Cross River Basin Development Authority?
- ii. To what extent does quality of personnel require impacts on Return on Assets (ROA) of Cross River Basin Development Authority?
- iii. Does financial resource availability exert any effects on Return on Assets (ROA) of Cross River Basin Development Authority?
- iv. In what way does recruitment process affect Return on Assets (ROA) of Cross River Basin Development Authority?
- v. What are the combined effects of Human resource needs, quality of personnel required, financial resource availability and recruitment process on the Return on Asset (ROA) of Cross River Basin Development Authority?
- vi. What are the challenges and problems that impede human resource planning in enhancing effective organizational performance of Cross River Basin Development Authority?

1.5 Research Hypotheses

Based on the research questions raised above, the following hypotheses are formulated and stated in the null form:

- H₁:** There is no significant effect of Manpower forecasting/needs on Return on Asset (ROA) of Cross River Basin Development Authority
- H₂:** There is no significant impact of quality of personnel required on the Return on Asset (ROA) of Cross River Basin Development Authority.
- H₃:** There is no significant effect of financial resource availability on Return on Asset (ROA) of Cross River Basin Development Authority.
- H₄:** There is no significant effect of recruitment process on Return on Asset (ROA) of Cross River Basin Development Authority.
- H₅:** There are no significant joint effects of Manpower forecasting/needs, quality of personnel required, financial resource availability and recruitment process on the Return on Asset (ROA) of Cross River Basin Development Authority.

1.6 . Significance of the Study

The study will be beneficial to the Managers of the private sector, general public, the government and policy makers in diverse way:

1. In educating on the need to encourage and prioritize human resource development through planning in order to drastically reduce the high rate of workers' job dis-satisfaction, under-performance, low productivity, and discontentment.
2. The study will be significant to the management of CRBDA and other public corporations based on the relevance of human resources planning on the performance of the organization. As a result, it will enable CRBDA to provide bases for re-examining the capacity, potentials and competency of their staff with a view to identifying their needs and areas of strength and weakness.
3. This study will provide an avenue to fashioning out unique organization's competitive edge and ultimately help in stimulating quality service which has been identified overtime to have a positive co-relation with the human resource outputs of the organization.
4. Similarly, the study will be significant to the main stream (regulatory and controlling) ministry like the federal ministry of water resources because it will help it to recognize and regulate the activities of public institution as it affects the potency and professionalism of personnel and their efficiency, effectiveness and productivity to overall growth of the nation and the economy.

1.7 Scope and Limitations of the Study

The scope of the study is centered on the impacts of human resource planning on organizational performance of CRBDA in Nigeria. However, the study is limited to the following factors;

1. Financial constraint: This affected the ability of the researchers in sourcing for relevant materials, literature or information and in the process of data collection (internet, questionnaire and interview). The constraint was overcome by personal financial support and the support of friends of the researchers.
2. The unavailability of Data and Information: Some materials classified as confidential documents posed a great deal of stress to obtain. But the researcher overcame this by painstakingly reaching and contacting relevant authorities in collecting information and data for the study.
3. Time constraint: Professional responsibilities of the researchers while carrying out this study was also a constraint. The researchers overcame this limitation by sharing responsibilities for different aspects of the work. In spite of these limitations, which are expected for a study of this dimension, the findings and recommendations remain valid and relevant.

REVIEW OF RELATED LITERATURE

2.0 The Meaning and Concept of Human Resources and Planning

Human resource is the set of people who make up the workforce of an organization, business, industry or economy. It also entails the human capital, knowledge and skills which the workforce possesses to enhance the operation, activity, production, profitability and growth of an organization (Bakaki-Ivan, et al., 2020). Human resource management in an organization manages the employee life cycle, including recruiting, hiring, onboarding, training and development, compensation and benefits, performance management, evaluation and disengagement of unproductive personnel as well as conflict resolution between workers. The functioning and operational efficiency and effectiveness of any organization or business sector depends largely on the planning, management and motivation of the human resources which is referred to as the Assets upon whose foundation, the success of an organization is built and sustained.

However, Human resource planning cum management is a key component of organizational restructuring. The fact that organizational success is greatly influenced by the availability of people

and resources with the required competencies is incontestable, because employees are an organization's most valuable asset since they provide a competitive edge (Butali and Njoroge, 2020). Similarly, Planning is the first and perhaps the most important dimension of management which permeates every other management functions. It is both an organizational necessity and a managerial responsibility. According to Afzal, et al., (2013) and Analaba, (2021) planning is deciding in advance what to do, how to do it, when to do it and who to do it. It can also be defined as a set of managerial activities designed to prepare the enterprise for the future and ensure that decision regarding the use of people and resources (the means) helps the organization's goals and objectives (the ends). Hence, the development and implementation of Human resource planning techniques remains critical to existence and survival of private, corporate and public organizations such as CRBDA, to put in place the right mix of employees in terms of available skill sets and employee numbers. Planning well also creates a route for future development by building a talent pool of individuals qualified to hold leadership positions. Long-term, human resource planning assists in bringing human capital management and corporate strategy closer together. (Goddard,2022).

Armstrong, (2012) and Bateman, (2002) see planning as the management function of systematically making decisions about the goals and activities that an individual, a group, a work unit or the overall organization will pursue in the future. Planning remains the most important function, and corollary to planning precedes the implementation of all other managerial functions and operations in an organization's human resource strategy. Planning involves formulation of goals and objectives necessary for individual and group efforts, since it becomes inevitable that all good managers have good skills to plan in order to ascertain and find out the type of organization that is suitable for the environment and the necessary control mechanism to be applied. Chen and Rhinehart, (2021) argued that, the primacy and efficiency of a plan is dependable on how much it contributes to purpose and objectives as offset by the cost and other unsought consequences to formulate and operate it.

In modern society today, the future predictors are often called economists or political thinkers, scientists or philosophers. Planning for the future is a universally acknowledged necessity. Individuals and organization need planning because it is the basic process people use to select goals and determine how to achieve them. As maintained by Fatema and Al-Amin, (2021), Goddard, (2022), Kootz, Weihrich, and O'Donnel, (1980) and Maina, and Kwasira, (2015), although there are various types of planning applied universally in business and corporate usage but in the context of this study, our scope narrows to human resource planning in achieving organizational performance as depicted in the figure below. This forms the conceptual framework of this study:

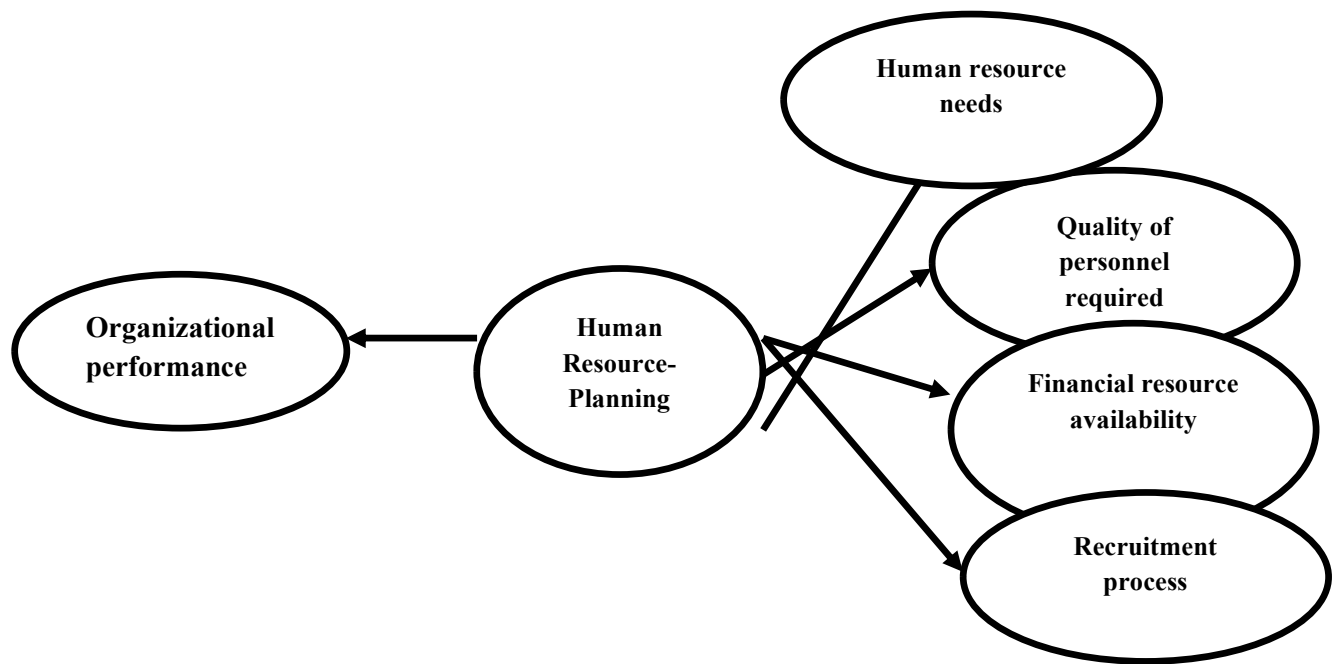


Figure 1: The Relationship between Human Resource Planning and Organizational Performance.
Source: Authors, 2023.

Management functions begin with planning before other functions follow. Planning determines the degree of success in organization activities. An organization that neglects planning will not produce good result regardless of how effectively the other management functions are carried out. This balance is achieved through human resource planning, quality of personnel required, financial resource availability and the recruitment process. Planning is futuristic in nature and scope, thus, in modern societies great rewards go to those who can predict the future. In primitive cultural societies, prophets and oracles occupied position of high status owing to their ability to predict and forecast the future, a times with the risk of uncertainties, errors and manipulations (Chioke and Mbamalu, 2020, Ekwochi, 2016, Eze, 2018 and Drucker, 1961).

2.1. Meaning and Concept of Human Resource Planning

Human resource planning is defined as the process of anticipating an organization's future human resource needs and determining how best to use and deploy its current human resource capacity to meet its needs (Eze, Edeoga and Mbah, 2022). Thus, HRP focuses on the fundamental economic idea of supply and demand in relation to the organization's human resource capability, strength and weaknesses. This HRP process assists the management of the organization in supplying the right people in the right numbers at the right time and place to fulfill the organization's future need for human resources.

In the same vein, this entails the consideration and evaluation of human resource requirements, coupled with the process of recruiting and selecting the needed manpower through a thoroughly determined process. Additionally, HRP is crucial to attaining the organization's aims and objectives. In reality, since strategies and long-term organizational goals are now frequently included in human resource planning, HR planning has evolved into strategic HR planning (Juneja, 2022). It can also be regarded as the strategic process of injecting into the system of managing human

resources, the acquisition, utilization, motivation, and enhancement of the organization's human resource demands (Choke,2013).

Therefore, whether the goal is to create organizational infrastructure, enhance business processes, or boost knowledge, innovativeness, or other organizational criteria, human resource management is a key component of organizational restructuring. This goes to affirming the facts that, employees or personnel whose capacity development are considered for through adequate, timely and proper planning and utilization are the most valuable assets of an organization. The implication here is that, the human resource planning needs and supply of an organization underlines the competitive edge or advantage of the firm. Hence, organizational success is greatly influenced by the availability of people resources with the required competencies, capacities and knowledge-based strength, efficiency, competency and productivity (Emenyi and Udo, 2021; Butali and Njoroge, 2020). According to this position, human resource implies more than just the quantity of personnel; it also includes skill, knowledge, values, ability, dedication, and drive (Vetter, 2022).

2.1.2 The Human Resource Planning Process

According to Nwata and Ike (2019), Human resource planning like any other form of planning is a means to an end. It starts with organization's overall strategic plan – strategic plan is a plan for effectively conducting business profitably and successfully. An organization's strategic plan establishes its specific goals. A strategic plan embraces the primary direction of an organization's structure, process, and the interrelationship of human resources. Human resource planning is part of strategic planning process and it entails ascertaining if people are available internally or externally to carry out the strategic organization plan. Okere (2013) and Edwinah (2006), identify six steps for integrating Human resource planning with strategic business planning; and they are as follows:

- Defining the corporate philosophy
- Forecasting human resource needs
- Assessing human resource supply
- Developing objectives and goals
- Developing strategies and implementing same to maintain a balance.
- Evaluation

2.2 Theoretical Framework

This study is anchored on theories of career development by Frank Parsons and the Human Capital theory as propounded by Schultz.

2.2.1. The Human Capital Theory

The Human Capital Theory proposed by Schultz and developed by Becker state that HR practices can directly influence a firm's performance. It postulates that workers have a set of skills developed by education and training that generates a stock of productive capital. Employees and employers each derive benefits from investment in creating human capital. The level of pay should supply both parties with a reasonable return on that investment. Human capital constitutes a key element of the market worth of a company. People in organizations add value and there is a case for assessing this value to provide a basis for HR planning and for monitoring the effectiveness and impact of HR policies and practices.

Human capital represents the human factor in the organization; the combined intelligence, skills and expertise that gives the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization. These can be regarded as the intangible resources associated with people which, together with tangible

resources (money and physical assets), comprise the market or total value of a business. Bontis (1998) defines intangible resources as the factors other than financial and physical assets that add to the value-generating processes of a firm and are under its control.

The human capital theory is relevant to this study since it links human capital to a firm's performance. The study focuses on strategies of enhancing human capital including HR planning, recruitment, induction and retention and how they can help improve organizational performance. The theory implies that human capital promotes a firm's performance. Therefore, it is assumed that the people resourcing strategies enhances a firm's performance (Mbonimana and Uwambajiyera, 2022).

2.2.2. The Theory of Career Development by Frank Parsons

Since human resource planning is a function rooted on the choice of career path of an employee or personnel, Frank Parsons pioneered a career development theory, also called trait and factor theory in the early 1900s. The trait theory examines the personality traits of the person whose career is being planned. Secondly, inventory of the character traits required for the job. Thirdly, measurement of the personality traits of the individual against the traits of the job. Since then, the study of career development has produced various theories and captured much public interest. Career development theories are frameworks that helps us the understanding of how people make choices and transitions in their work lives. They can also guide the practice of career counseling or coaching by providing insights, tools, and strategies to help employees achieve organizational goals and performance.

Similarly, Donald Super supported and further popularize this theory in 1954 as the most well-known life-span perspective on professional growth. Developmental theories stress a life-span approach to professional choice and adaptability because they acknowledge the changes that people go through as they age. The working life is typically divided into stages, and these ideas attempt to describe the normal occupational behaviors at each stage. Career development is the process through which individuals from many fields put their skill sets and tenacity to use to pursue new professional objectives and more difficult employment prospects.

Career development theories studies paths toward improving professional growth, career trajectory and overall job satisfaction which is a critical dimension of human resource planning. Understanding career development theory can be an important step in determining personnel core values, strengths, weaknesses and desired path to achieving organizational performance. There exists a myriad of claims of the relationship espoused in academic literature between this theory and human capacity development. All these theories acknowledged the importance of cultivating a positive emotional relationship with work and developing meaningful career ambitions. Career development theory therefore is the study of career paths, success and behavior. It aims to explain why an employee might be a good fit for a certain career and provide advice on how to attain human resource development trajectory. It also focuses on identifying common career stages when education, guidance and other intervening and explanatory variables of human resource utilization are necessary.

2.2 Empirical Review

Eze, Edeoga and Mbah, (2022) conducted a study on the impacts of Human resource planning and organizational performance of National Human Right Commission (HRCN) in Nigeria. The study was aimed at examining the relationship between quality of staff required, and operational cost; work analysis and continuous improvement and determine the relationship between personnel development and quality of service in the HRCN. The findings indicated that Quality of staff required had significant positive relationship with operational cost and Work analysis had significant positive relationship with continuous improvement. The study concluded that quality of staff required, work

analysis and Personnel development had significant positive relationship with operational cost, continuous improvement, and quality of service of National Human Right Commission in Nigeria.

Mwangi and Wanyama, (2021) studied the effect of human resource planning on organizational performance of Deloitte Kenya. The findings indicated a positive and significant correlation between human resource planning and organizational performance as supported by $r = .704$, and $P = .000$. This implied that an increase in aspects related to human resource planning resulted in an increase in organizational performance of the Audit firm. The findings revealed that human resource planning has a significant effect on organizational performance of Audit firms.

Nmadu, Idris, Aidelokhai, and Isah,(2021) investigated the effects of training on employee performance in Public limited enterprises in Zamfara State, Nigeria, The study's goal was to investigate the connection between organizational training and worker performance. The study findings inferred that managers/administrators might improve organizational performance and boost staff performance by implementing effective training and development programs which can be improved through yearly financial allocation for human capital development in both public and commercial enterprises to allow the firms to deliver high-quality training programs that can have a favorable impact on employee performance and increased organizational productivity.

Okpebenyo, (2021) undertook a research on the Knowledge acquisition, creation, and employee performance of mining firms. Findings showed that knowledge generation had a negative and substantial impact on workers' performance whereas knowledge acquisition had a positive and large impact on employees' performance in mining organizations. The study concluded that, mining company's management should strive harder to structure and/or build an information framework that would enhance and support job and employee performance.

Fatema and Al-Amin, (2021) examined the effects of training and development on workers' productivity and performance. The results demonstrated that training has a good impact on employees' motivation and job satisfaction within Bangladesh's private banking industry, in addition to improving workers' performance. The study found that, human resource management literature views training as the lifeblood of organisations since the workforce plays a critical role in an organization's ability to fulfill its goals and objectives. According to the report, firms should spend money on employee training to improve both individual employee performance and organizational performance. However, some companies view training as an unnecessary expense and consistently reduce training budgets to boost their financial situations at the expense of the welfare of their staff. In turn, this prevents staff from adapting to the constantly changing working environment and uncertain conditions brought on, among other things, by rapid technological innovation and organizational change.

RESEARCH METHODOLOGY

This section is concerned with the methodology used in achieving the objectives of the study. It covers Research design, Study area, Population of the study, Sample size and Sampling technique, Sources of data Collection, Instrument for data collection, Validity of research instrument, Reliability of the Instrument, Administration of the Instrument, Method of data Analysis and Decision rule.

3.1 Research Design

The research design adopted in this study is Survey Research Design. The adoption of this research design is suitably based on the nature of the research as it helps in examining objectively the issue under investigation. Research design is a road map through which a study is planned to be achieved. A well-articulated design is desirable to achieve the objectives of the study.

3.2 The Study Area

The research study focused on Cross River Basin Development Authority (CRBDA), Area Office, Uyo, Akwa Ibom State. The State is in the South-South zone of Nigeria.

3.3 Population

The population of the study is made up of 92 staff of the organization. The staff ranged from junior to senior management levels. This is because human resource planning is Cross-functional and multi-sectorial approach in nature.

3.4 Sample Size and Sampling Technique

The researcher adopted a stratified random sampling technique to select a sample size of 74 respondents (staff) of Uyo Area office of the Agency in determining the effects of human resource planning on organizational performance.

3.5 Sources of Data Collection

Primary and secondary sources were deployed in gathering data for the study. The Primary data were obtained through questionnaire and personal interviews with the staff of the organization. Secondary data were obtained from published reports, books, internet, journals, newspapers and magazines among others.

3.6 Instrument for Data Collection

The questionnaire titled “Human Resource Planning and Organizational Performance” was used for data collection. The instrument was carefully designed and administered to the respondents. It contains sections A and B. Section A contains personal information about the respondents. Section B was the main body of the questionnaire. This section contains close ended questions using a five-point Linkert type of rating scale as follows: strongly agree = 5; agree = 4; undecided = 3; disagree = 2; strongly disagree = 1.

3.7 Validity of Research Instrument

The validity of the research instrument was assessed by the authors of the study and other research experts. These authors assessed the relevance of each item in relation to the objectives of the study, the hypotheses to be tested and language used in developing the items as well as the comprehensibility of each item in relation to the cognitive level of the respondents. They validated the instrument by effecting necessary corrections, examining the contents and ascertaining clarification of ideas as well as appropriateness of the items. The final instrument is reflected on the appendix.

3.8 Reliability of the Instrument

The instrument was further subjected to reliability test using the Cronbach Alpha Formula. The result of the test showed that, all the items tested, scored above 0.86 meaning that the instrument was reliable as shown in the appendix.

3.9 Administration of the Instrument

A total of 74 copies of questionnaire were administered to the respondents, out of which 60 copies were returned and found to be correctly filled. This gave a response rate of about 81.1% which is valid and suitable to the study.

3.10 Method of Data Analysis

The research employed both descriptive and inferential statistics to analyze the collected data. Analysis of Variance (ANOVA) regression statistic technique was employed to test the research hypotheses. Descriptive analysis was used to determine the Mean, Range of scores (Minimum & Maximum), Standard deviation, Skewness and Kurtosis for each variable of the study. The ANOVA regression analysis was conducted to examine the strength of the relationship between the dependent and independent variables. The reported p-values via IBM SPSS version 23 software were used to test the significance of the stated research hypotheses.

3.11 Specification of the Model

3.12 The ANOVA regression equations are linearized in the hypotheses as thus:

$$\text{ORGP}(\text{ROA}) = \beta_0 + \beta_1 \text{MANPFAS} + e_t \quad (\text{equ. 1})$$

$$\text{ORGP}(\text{ROA}) = \beta_0 + \beta_1 \text{QUAPER} + e_t \quad (\text{equ. 2})$$

$$\text{ORGP}(\text{ROA}) = \beta_0 + \beta_1 \text{FINRESAV} + e_t \quad (\text{equ. 3})$$

$$\text{ORGP}(\text{ROA}) = \beta_0 + \beta_1 \text{RECRUIP} + e_t \quad (\text{equ. 4})$$

$$\text{ORGP}(\text{ROA}) = \beta_0 + \beta_1 \text{MANPFAS} + \beta_2 \text{QUAPER} + \beta_3 \text{FINRESAV} + \beta_4 \text{RECRUIP} + e_t \quad (\text{equ. 5})$$

Where;

ORGP(ROA) = Achievement of organizational objectives
 (Dependent variable)

MANPFAS = Manpower Forecasting/needs (Independent variable)

QUAPER = Quality of personnel required (Independent variable)

FINRESAV = Financial resource availability (Independent variable)

RECRUIP = Recruitment process (Independent variable)

e_t = the stochastic error term.

β_0 is a regression constant while $\beta_1 - \beta_4$ are the coefficients of the independent variables.

3.12 Decision Rule

H_0 would be rejected if the calculated statistical probability is less than the p-value of 0.05 (5% level of significance).

4.0 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This section focuses on the Presentation, Analysis and Interpretation of data obtained through the Questionnaire administered to the respondents. Research hypotheses are tested and findings from the analysis are also discussed in this chapter.

4.1 Data Presentation

The data collected from field survey were used in the analysis.

4.1.1 Analysis of Questionnaire Administered

Questionnaires administered	Questionnaires returned and used	Percentage
74	60	80.08

In addition to the Cronbach Alpha reliability statistics test result of 86 percent, the 80.1 percent questionnaire administration coefficient means that the reliability of the instrument is within the acceptable threshold as deployed for the subsequent data analysis

4.1.2 Analysis of Respondents' Demographic

In qualitative research that involves the analysis of subjective opinions of the participants, it is important to know the types, nature, class, and kinds of persons whose opinion were used in making an informed decision concerning important issues for which problems were found and solutions consequently sought. Table 4.2 presents the summary of the result of demographic analysis of the respondents.

Table 4.2: Analysis of respondents' demographic

Demographics	Options	Frequency	Percentage
AGE	25 – 30 Years	10	16.7
	31 – 35 Years	12	20.0
	36 – 40 Years	16	26.7
	Above 40	22	36.6
	Total	60	100.0
SEX	Female	26	43.3
	Male	34	56.7
	Total	60	100.00

Source: Field Survey, 2023.

From Table 4.2, a total of 10 respondents representing 16.7% were aged between 25 to 30 years, 12 respondents representing 20.0% were aged between 31 to 35 years. Also, a total of 16 respondents representing 26.7% were aged between 36 to 40 years. 22 respondents representing 36.6% were above 40 years old. By implication, majority of the respondents were aged above 40 years. Also, 43.3% were female while 56.7% of the respondents were male. Majority of the participants were male. This does not presuppose the fact that using more men in the study will in any way affect the analysis and findings of the study. This is because the opinions expressed are highly likely to represent general opinion or position concerning the research issues and not strictly on masculine opinion or feminine position.

4.2 Data Analysis

The responses to the various questions on the items measuring each construct are presented and analyzed in this section. As presented in each table, the responses to the questions on the items measuring research construct or opinions and the analysis is done to know the position of the respondents on each likert scale. The presentation and analysis are done based on the research objectives.

4.2.1 Manpower Forecasting (Human resource)/ Needs (MANPFAS)

Determination of Human resource needs and its effects on Return on Asset (ROA) of Cross River Basin Development Authority. Respondents were asked several questions on the effects of HUMREN on ORGPERM. The responses are presented in Table 4.3 and following is the analysis.

Table 4.3: Analysis of items and research constructs on Manpower Forecasting/ Needs (MANPFAS)

Code	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
MANPFAS 1	Discovery of human resource need is vital to performance	27(45.0%)	9(15.0%)	10(16.7%)	4(6.7%)	10(16.7%)
MANPFAS 2	Manpower forecasting needs enhances good employee recruitment	44(73.3%)	15(25.0%)	0(0.0%)	1(1.7%)	0(0.0%)
MANPFAS 3	human resource needs influences employee performance in my org.	42(68.3%)	6(10.0%)	9(15.0%)	3(5.0%)	0(0.0%)
MANPFAS 4	Human resource needs determines the quality employee	7(11.7%)	29(48.3%)	15(35.0%)	9(15.0%)	0(0.0%)

Source: Field Survey Data, 2023.

Table 4.3, shows that 27 respondents representing 45% strongly agreed that human resource forecasting/need is vital to performance and 9 respondents representing 15.0% also agreed to the claims. However, 10 respondents representing 16.7% were undecided while 4 respondents representing 6.7% strongly disagreed to the claim and 10 respondents representing 16.7% disagreed to the question. Also 44 respondents representing 73.3% strongly agreed that Human resource needs enhance good employee recruitment and 15 respondents representing 25.0% also agreed to the claim. However, no respondent representing 0.0% was undecided while 1 respondent representing 1.5% strongly disagreed to the claim and no respondent disagreed to the claim. Furthermore, Table 4.3 also shows that 42 respondents representing 68.3% strongly agreed that manpower forecasting/ needs influences employee performance in the organization and 6 respondents representing 10.0% also agreed to the claim. However, 9 respondents representing 15.0% were undecided while 3 respondents representing 5.0% strongly disagreed to the claim and no respondent disagreed to the claim. Additionally, it is shown in Table 4.3 that 7 respondents representing 11.7% strongly agreed that human resource planning in their organization could be said to be effective and 29 respondents representing 48.3% also agreed to the claim. However, 15 respondents representing 35.0% agreed that Human resource needs determine the quality of employees, were undecided while 9 respondents representing 15.0% were undecided. On that strength, it could be averred that respondents' opinion on the items are sufficient to guarantee scientific analysis and a valid conclusion. Implicitly, this could be interpreted to mean that each independent research construct or variable has some kind of relationship with the dependent research construct or variable. However, at this level, until statistically and scientifically tested, significant causality can only be assumed but not claimed between each explanatory variable and the explained variable.

4.2.2 Quality of Personnel Required (QUAPER)

The second objective concerns the effect of quality of personnel required on the Return on Asset (ROA) of Cross River Basin Development Authority. The respondents were asked several questions on the influence of QUAPER on ORGPREF. The responses are presented in Table 4.4 and following is the interpretation.

Table 4.4: Analysis of research constructs on Quality of Personnel Required (QUAPER)

CODE	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
QUAPER1	Human resource planning is hinged on quality of personnel required.	11(18.3%)	26(43.3%)	11(18.3%)	12(20.0%)	0(0.0%)
QUAPER 2	It is the determining factor for employee quality/recruitment	33 (55.0%)	15(25.0%)	8(13.3%)	2(3.3%)	2(3.3%)
QUAPER 3	The organization does not have required quality personnel	15(25.0%)	30(50.0%)	4(6.7%)	10(16.7%)	1(1.7%)
QUAPER4	It influences the financial resources allocated for human development	20(33.0%)	17(28.3%)	15(25.0%)	7(11.7%)	1(1.7%)

Source: Field Survey Data, 2023.

From Table 4.4, it was revealed that 11 respondents representing 18.3% strongly agreed that Human resource planning is hinged on quality of personnel required and 26 respondents representing 43.3% also agreed to the claims. However, 11 respondents representing 18.3% were undecided while 12 respondents representing 20.0% strongly disagreed to the claim and no respondent disagreed to the claim. Also shown, 33 respondents representing 55.0% strongly agreed that it is the determining factor for employee quality/recruitment and 15 respondents representing 25.0% also agreed to the claims. However, 8 respondents representing 13.3% was undecided while 2 respondents representing 3.3% strongly disagreed to the claim and 2 respondents disagreed to the claim.

Furthermore, it was also shown in Table 4.3 those 15 respondents representing 25% strongly agreed that there is insufficient personnel requirement in the organization and 30 respondents representing 50% also agreed to the claims. However, 10 respondents representing 16.7% were undecided while 1 respondent representing 1.7% strongly disagreed to the claim and no respondent disagreed to the claim. Additionally, it was that, 20 respondents representing 33.0% strongly agreed that quality of employees required influences the financial resources allocated for human resource development in the organization and 17 respondents representing 28.3% also agreed to the claims. However, 15 respondents representing 25% were undecided while 7 respondents representing 11.7% strongly disagreed to the claim and 1 respondent disagreed to the claim.

4.2.3 Financial Resource Availability (FINRESAV)

The third objective was on the effect of financial resource availability on organizational Performance (ROA) of Cross River Basin Development Authority. This implies that respondents were asked several questions on the influence of FINRESAV on ORGPREF. The responses are presented in Table 4.5 and following is the interpretation.

Table 4.5: Analysis of research constructs on Financial Resource Availability (FINRESAV)

Code	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
FINRESAV 1	Financial resources are available in the organization	9(15.0%)	19(31.7%)	8(13.7.0%)	22(36.7%)	2(3.3%)
FINRESAV 2	The scarce financial resources are effectively allocated	4(6.7%)	14 (23.3%)	36(60.0%)	6(10.0%)	0(0.0%)

	for human resource planning					
FINRESAV 3	Effective human resource planning is dependent on financial resources availability	13(21.7%)	32(53.3%)	9(15.0%)	6(10.0%)	0(0.0%)
FINRESAV 4	Human resource planning is lacking due to inadequate finance	10(16.7%)	19(31.7%)	14 (23.3%)	15(25.0%)	2 (3.3%)

Source: Field Survey Data, 2023.

From Table 4.5, it was revealed that 9 respondents representing 15.0% strongly agreed that there is financial resource availability in their organization and 19 respondents representing 31.7% also agreed to the claims. However, 8 respondents representing 13.7% were undecided while 22 respondents representing 36.7% strongly disagreed to the claim and 2 respondents (3.3%) disagreed to the claim. It was also shown that 4 respondents representing 6.7% strongly agreed that the scarce financial resources are allocated for human resource planning in their organization, 14 respondents representing 23.3% also agreed to the claims. However, 36 respondents representing 60% were undecided while 6 respondents representing 10% strongly disagreed to the claim and no respondent disagreed to the claim. Furthermore, it was also shown in Table 4.5 those 13 respondents representing 21.7% strongly agreed that all effective human resource planning is a function of financial resources and 32 respondents representing 53.3% also agreed to the claims. However, 9 respondents representing 15.0% were undecided while 6 respondents representing 10.0% strongly disagreed to the claim and no respondent disagreed to the claim

4.2.4 Recruitment Process (RECRUIP)

The fourth objective was on the effect of recruitment process on Return on Asset (ROA) of Cross River Basin Development Authority. This implies that respondents were asked several questions on the effect of RECRUIP on ORGOBJ. The responses are presented in Table 4.6 and following is the interpretation.

Table 4.6: Analysis of items and research constructs on Recruitment Process (RECRUIP)

Code	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
RECRUIP 1	There is quality recruitment process in the organization	4 (6.7%)	9(15.0%)	10(16.7%)	27(45.0%)	10(16.7%)
RECRUIP 2	Personnel are recruited based on human resource planning	44(73.3%)	15(25.0%)	0(0.0%)	1(1.7%)	0(0.0%)
RECRUIP 3	Effective human resource planning reduces cost of staff training	6(10.0%)	41(68.3%)	9(15.0%)	3(5.0%)	0(0.0%)
RECRUIP 4	Hiring the right employees meets the organizational current and future needs	7(11.7%)	15(35.0%)	39(48.3%)	9(15.0%)	0(0.0%)

Source: Field Survey Data, 2023.

From Table 4.6, it was revealed that 4 respondents representing 6.7% strongly agreed that there is quality recruitment process in their organization and 9 respondents representing 15.0% also agreed

to the claims. However, 10 respondents representing 16.7% were undecided while 27 respondents representing 45.0% strongly disagreed to the claim and 10 respondents representing 16.7% disagreed to the claim. It was also shown in Table 4.3 that 44 respondents representing 73.3% strongly agreed that Personnel are recruited based on human resource planning and 15 respondents representing 25.0% also agreed to the claims. However, no respondent representing 0.0% was undecided while 1 respondent representing 1.5% strongly disagreed to the claim and no respondent disagreed to the claim.

Furthermore, it was also shown in Table 4.6 those 6 respondents representing 10.0% strongly agreed that Effective human resource planning reduces cost of staff training and 41 respondents representing 68.3% also agreed to the claims. However, 9 respondents representing 15.0% were undecided while 3 respondents representing 5.0% strongly disagreed to the claim and no respondent disagreed to the claim. Additionally, it was shown in Table 4.6 those 7 respondents representing 11.7% strongly agreed that hiring the right employees meets the organizational current and future needs and 15 respondents representing 35.0% also agreed to the claims. However, 39 respondents representing 48.3% were undecided while 9 respondents representing 15.0% strongly disagreed to the claim and no respondent disagreed to the claim.

4.2.5 Achievement of Organizational Objectives (ORGPFR)

The fifth objective was on the joint effects of human resource planning, financial resource planning, strategic planning and production planning on the achievement of organizational performance in Champion Breweries, Uyo. This implies that respondents were asked several questions on the influence of all the independent variables on ORGPFR. The responses are presented in Table 4.7 and following is the interpretation.

Table 4.7: Analysis of items and research constructs on Achievement of Organizational Performance (ORGPFR)

CODE	Research Statement/ Items	SA (5)	A (4)	UN (3)	SD (2)	D (1)
ORGPFR 1	Performance is hinged on human resource planning	11(18.3%)	26(43.3%)	11(18.3%)	12(20.0%)	0(0.0%)
ORGPFR 2	Quality of personnel required is paramount to organizational performance	33 (55.0%)	15(25.0%)	8(13.3%)	2(3.3%)	2(3.3%)
ORGPFR 3	Right quality, trained staff enhances Org.perfm.	15(25.0%)	30(50.0%)	4(6.7%)	10(16.7%)	1(1.7%)
ORGPFR 4	Right and cost-effective recruitment process is sine qua-non to org. performance	20(33.0%)	17(28.3%)	15(25.0%)	7(11.7%)	1(1.7%)

Source: Field Survey Data, 2023.

From Table 4.7, it was revealed that 11 respondents representing 18.3% strongly agreed that Organizational Performance is hinged on human resource planning and 26 respondents representing 43.3% also agreed to the claims. However, 11 respondents representing 18.3% were undecided while 12 respondents representing 20.0% strongly disagreed to the claim and no respondent disagreed to the claim. It was also shown in Table 4.7 those 33 respondents representing 55.0% strongly agreed that Quality of personnel required is paramount to organizational performance and 15 respondents representing 25.0% also agreed to the claims. However, 8 respondents representing 13.3% was

undecided while 2 respondents representing 3.3% strongly disagreed to the claim and 2 respondents disagreed to the claim.

Furthermore, it was also shown in Table 4.7 those 15 respondents representing 25% strongly agreed that planning has helped their organization to attain performance and 30 respondents representing 50% also agreed to the claims. However, 10 respondents representing 16.7% were undecided while 1 respondent representing 1.7% strongly disagreed to the claim and no respondent disagreed to the claim. Additionally, it was shown in Table 4.7 those 20 respondents representing 33.0% strongly agreed that Right and cost-effective recruitment process is sine qua-non to organizational performance and 17 respondents representing 28.3% also agreed to the claims. However, 15 respondents representing 25% were undecided while 7 respondents representing 11.7% strongly disagreed to the claim and 1 respondent disagreed to the claim.

4.3 Descriptive Analyses of Research Variables

This analysis is conducted to assess the descriptive properties of the research variables in order to ascertain if the data possess requisite characteristics for statistical analysis. These analyses involve descriptive statistics such as the mean, standard deviation, minimum, maximum as well as skewness and kurtosis. These statistics discloses the characteristics of the research variables principally in terms of variance or closeness of the data points to the mean. The ultimate is to determine the degree of variability of the data away from the mean. A high variability indicates high degree of variance and high potential of non-normality of the data thus leading to unreliable estimate. It is desired that the dataset has low level of variability. Table 4.8 presents the result of this statistics.

Table 4.8: Descriptive Statistics Result of the Variables of the Study

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MANPFAS	60	1	5	2.50	1.142	.670	.309	-.352	.608
QUAPER	60	2	5	3.60	1.012	-.333	.309	-.957	.608
FINRESAV	60	1	5	3.18	1.186	.073	.309	-1.309	.608
RECRUIP	60	1	5	2.50	1.142	.670	.309	-.352	.608
ORGPREF	60	1	5	3.18	1.186	.073	.309	-1.309	.608
Valid N (listwise)	60								

Source: Researchers' Computation (2023) from SPSS Output.

From the result in Table 4.8, all mean values fall in between the maximum and minimum values of 5 and 2.50 respectively and that is desirable. Again, the standard deviations values for all variables are less than 2, which indicate low variance and is desirable. This shows that the data points of the variables a clustered around the mean and is highly likely to be the true position of the opinions expressed and the parameters estimated with this data set is highly likely to have less or minimal error.

4.4 Bivariate Correlation Statistics

For the purposes of testing the combine effects of manpower forecasting needs variables on organizational performance of CRBDA, Nigeria, there is need to perform a bivariate correlation to ensure that the variables are less likely to correlate among themselves to avoid multicollinearity problem in the estimated parameters. The result of the correlation is presented in Table 4.9 that follows.

Table 4.9: Bivariate Correlations

		Correlations				
		MANPFAS	QUAPER	FINRESAV	RECRUIP	ORGPERS
MANPFAS	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	60				
QUAPER	Pearson Correlation	.444	1			
	Sig. (2-tailed)	.739				
	N	60	60			
FINRESAV	Pearson Correlation	.506	.260*	1		
	Sig. (2-tailed)	.762	.345			
	N	60	60	60		
RECRUIP	Pearson Correlation	.575	.434	.111	1	
	Sig. (2-tailed)	.568	.797	.398		
	N	60	60	60	60	
ORGPERS	Pearson Correlation	.219	.449	.555**	.158	1
	Sig. (2-tailed)	.693	.708	.000	.227	
	N	60	60	60	60	60

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

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

Source: Researcher's Computation (2022) from SPSS Output.

From the result, the correlation coefficients among the independent variables are less than 80%. This suggests that the problem of multicollinearity is less likely to occur in our estimated regression parameters.

4.5 Inferential Statistical Analyses

This section presents the test result of the hypotheses developed to guide the conduct of this study. This test was performed with regression statistics. The essence of the tests is to examine the nature of the relationship that exists between the independent and dependent variable.

4.5.1 Hypothesis I

There are no significant effects of Manpower Forecasting/ needs on Return on Asset (ROA) of Cross River Basin Development Authority.

This hypothesis was tested using regression statistics and the results are presented in Table 4.10.

Table 4.10: Results of HUMREN Regression on ORGPERS

Dependent Variable	Coef.	Std. Error	t-stat	p-value
ORGPERS				
Model Parameters				
Const.	3.200	.374	8.552	.000
MANPFAS	-.006	.136	-.048	.962
Model Characteristics				
F-Stat	12.002			
R-Square	.090			
Adj. R ²	.057			
D-W Stat.	1.721			

Source: Researcher's Computation (2023) from SPSS Output

From the result in Table 4.10, it was found, on average that for every 1% change (reduction) in human resource forecasting/ needs, decreases the achievement of organizational performance in

CRBDA by about 0.006%, and this change is insignificant at 1% level. With this result, the null hypothesis that “*there is no significant effect of human resource needs on the achievement of organizational performance in CRBDA*”, is rejected in this study. Quantitatively, and as indicated by the t-value of -0.048, this would mean that manpower forecasting (MANPFAS) is very crucial in an organization and that failure of CRBDA to pay high premium to it will leads to about -0.048% decrease in achievement of organizational performance in CRBDA. The f-stat value (12.002) which is significant at 1% level implies that the model returning this result is correct and valid. The R² value of 0.90 implies that the model explains a total of 90% of the variation in the dependent variable while 10% of the variation is explained by variables not included in the model. The economic implication of the result is that improvement in achievement of organizational performance in CRBDA can be achieved if there is an increased effort to discover and meet the human resource needs through prompt and proper recruitment of recruitment of qualified personnel.

4.5.2 Hypothesis II

The second hypothesis (Ho₂) was that: “*There is no significant impacts of quality of personnel required on the Return on Asset (ROA) of Cross River Basin Development Authority*”. This hypothesis was tested using regression statistics and the results are presented in Table 4.11.

Table 4.11: Results of QUAPER Regression on ORGP

Dependent Variable	Coef.	Std. Error	t-stat	p-value
ORGP				
Model Parameters				
Const.	2.087	.555	3.757	.000
QUAPER	.305	.149	2.050	.045
Model Characteristics				
F-Stat	4.202			
R-Square	.068			
Adj. R ²	.051			
D-W Stat.	2.149			

Source: Researcher’s Computation (2023) from SPSS Output.

From the result in Table 4.11, it was found, on average that for every 1% change in quality of personnel required, achievement of organizational performance of CRBDA will increase by about 30.5% and this change is significant at 5% level. With this result, the null hypothesis that “*There is no significant effect of quality of personnel required/recruited on the Return on Asset (ROA) of Cross River Basin Development Authority*”, is rejected in this study. Quantitatively, as indicated by the t-value of 2.050, this would mean that an increase in quality of personnel required will lead to about 2.1 increase in achievement of organizational performance in CRBDA. The f-stat value (4.202) which is significant at 5% level implies that the model returning this result is correct and valid. The R² value of 0.68 implies that the model explains a total of 68% of the variation in the dependent variable while 32% of the variation is explained by variables not included in the model. The economic implication of the result is that improvement in achievement of organizational performance in CRBDA can be achieved if there is an improvement in quality of personnel required.

4.5.3 Hypothesis III

The third hypothesis (Ho₃) was that: “*There is no significant effect of Financial resource availability on Return on Asset (ROA) of Cross River Basin Development Authority*”. This hypothesis was tested using multiple regression statistics and the results are presented in Table 4.12.

Table 4.12: Results of FINRESAV Regression on ORGPREF

Dependent Variable ORGPREF	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.072	.664	3.122	.003
FINREAV	.305	.150	2.032	.047
Model Characteristics				
F-Stat	2.065			
R-Square	.068			
Adj. R ²	.035			
D-W Stat.	2.150			

Source: Researcher's Computation (2023) from SPSS Output

From the result in Table 4.12, it was found that financial resource availability maintained positive and significant effect on organizational performance (ROA) of CRBDA. With this result, the researcher rejects the null hypothesis and accepts the alternative hypothesis that “*There is a significant effect of financial resource availability on Return on Asset (ROA) of CRBDA.* Quantitatively, as indicated by the t-value of 2.032 for financial resource availability, this would mean that increase in FINRESAV will lead to the corresponding increase in the improvement of organizational performance (ROA) of CRBDA. The f-stat value (2.065) which is significant at 1% level implies that the model returning this result is correct and valid. The R² value of 0.68 implies that the model explains a total of 68% of the variation in the dependent variable while 32% of the variation is explained by variables not included in the model. The economic implication of the result is that improvement of organizational performance (ROA) of CRBDA can be achieved if there is an increase in financial resource availability for human resource planning and development.

4.5.4 Hypothesis IV

The fourth hypothesis (Ho₄) was that: “*There is no significant effect of recruitment process on Return on Asset (ROA) of Cross River Basin Development Authority*”. This hypothesis was tested using regression statistics and the results are presented in Table 4.13.

Table 4.13: Results of RECRUIP Regression on ORGPREF

Dependent Variable ORGPREF	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	4.307	.424	10.156	.000
RECRUIP	-.116	.108	-1.077	.286
Model Characteristics				
F-Stat	1.159			
R-Square	.020			
Adj. R ²	.003			
D-W Stat.	2.142			

Source: Researchers' Computation (2023) from SPSS Output

From the result in Table 4.13, it was found, on average that for every 1% negative change (flaws) in recruitment process, improvement of Return on Asset (ROA) of CRBDA will be affected by about 0.11.6%, and this change is insignificant at 1% level. With this result, the null hypothesis that “*there is no significant effect of recruitment process on the improvement of Return on Asset (ROA) of CRBDA*”, is accepted in this study. Quantitatively, as indicated by the t-value of -1.077, this would

mean that a decrease in RECRUIP will lead to about -1.1% decrease in improvement of Return on Asset (ROA) of CRBDA. The f-stat value (1.159) which is significant at 1% level implies that the model returning this result is correct and valid. The R² value of 0.20 implies that the model explains a total of 20% of the variation in the dependent variable while 80% of the variation is explained by variables not included in the model. The economic implication of the result is that improvement in improvement of Return on Asset (ROA) of CRBDA can be achieved if there is an improvement and increase on the recruitment process of qualified staff in CRBDA.

4.5.5 Hypothesis V

The fifth hypothesis (Ho₅) was that: “*There are no significant joint effects of Manpower forecasting/needs, quality of personnel required, Financial resource availability and recruitment process on the Return on Asset (ROA) of Cross River Basin Development Authority*”. This hypothesis was tested using regression statistics and the results are presented in Table 4.14.

Table 4.14: Results of MANPFAS, QUAPER, FINRESAV and RECRUIP Regression on ORGPER(ROA)

Dependent Variable	Coef.	Std. Error	t-stat	p-value
ORGPERF				
Model Parameters				
Const.	2.098	.748	2.804	.007
MANPFAS	.015	.103	.148	.883
QUAPER	-.181	.085	-2.137	.037
FINRESAV	.456	.104	4.365	.000
RECRUIP	.057	.091	.627	.533
Model Characteristics				
F-Stat	7.242			
R-Square	.345			
Adj. R ²	.297			
D-W Stat.	1.917			

Source: Researcher’s Computation (2023) from SPSS Output.

From the result in Table 4.14, it was found that financial resource availability and recruitment process maintained significant effect on the improvement of *Return on Asset (ROA) of CRBDA*. On the contrary, manpower forecasting (human resource) needs and quality of personnel required maintained positive but insignificant effect on the improvement of *Return on Asset (ROA) of CRBDA*. The f-stat value (7.242) which is significant at 1% level implies that the model returning this result is correct and valid. The R² value of 0.345 implies that the model explains a total of 35% of the variation in the dependent variable while 65% of the variation is explained by variables not included in the model. The economic implication of the result is that, an improvement of *Return on Asset (ROA) of CRBDA* can be achieved, if there is a better increase and attention paid to the human resource/forecasting needs, financial resource availability and quality recruitment process of the organization.

4.6 Discussion of the Findings

4.6.1 The effect of Human Resource Forecasting/Needs on the Organizational performance (ROA) of CRBDA.

From the result in Table 4.10, it was found, on average that for every 1% change (reduction) in manpower forecasting/needs, affects or decreases the achievement of organizational performance in CRBDA by about 6%. Quantitatively, as indicated by the t-value of -0.048, this would mean that any

flaw or decrease in MANPFAS will lead to about -0.048 decrease in achievement of organizational performance in CRBDA. The economic implication of the result is that improvement in achievement of organizational performance in CRBDA, Uyo can be achieved if there is an increase in human resource or forecasting needs.

This result is consistent with the findings of Pertniertz and Giedtal, (2022), Mwangi and Wanyama, (2021) and Ayandele and Etim, (2020) that timely and proper planning of employees' Human resources forecasting and motivational needs and training are fundamentally regarded as the lifeblood of every business since the workforce plays a critical role in an organization's attainment of goals and performance.

4.6.2 The effect of Quality of Personnel required on the Return on Asset (ROA) of Cross River Basin Development Authority.

From the result in Table 4.11, it was found, on average that for every 1% change in quality of personnel required, achievement of organizational performance of CRBDA will increase by about 30.5% and this change is significant at 5% level. This would mean that an increase in quality of personnel required will lead to about 2.1% increase in achievement of organizational performance in CRBDA. The economic implication of this finding is that improvement in achievement of organizational performance in CRBDA can be achieved if there is an improvement in the recruitment of quality of personnel required.

This result is in line with the findings of Okafor, Okonkwo and Essell, (2022), Butali and Njoroge, (2020) and Goddard, (2022) that the recruitment of the required quality employees is and remain the engine that propels the wheel of progress of an organization be it public or private.

4.6.3 The effect of financial resource availability on Return on Asset (ROA) of CRBDA

From the result in Table 4.12, it was found that financial resource availability maintained positive and significant effect on the improvement of Return on Asset (ROA) of CRBDA. Quantitatively, as indicated by the t-value of 2.032 for strategic planning, this would mean that increase in FINRESAV will lead to the corresponding increase in the improvement of organizational performance of CRBDA. This result confirms the findings of Fatema and Al-Amin, (2021) and Eze, Edeoga and Mbah, (2022) that financial resources play a key role on manpower planning. Hence, firms should spend more money on employee training to improve the individual, employee productivity and organizational performance.

4.6.4 The effect of recruitment process on Return on Asset (ROA) of Cross River Basin Development Authority.

From the result in Table 4.13, it was found, on average that for every 1% negative change in recruitment process, improvement of Return on Asset (ROA) of CRBDA will decrease by about 11.6%, by implication, this would mean that a decrease in RECRUIP will lead to about -1.1 decrease in improvement of Return on Asset (ROA) of CRBDA. The result is that improvement of Return on Asset (ROA) of CRBDA can be achieved if there is an increase in the financial resources, priority and attention to the prompt, timely and proper recruitment process of qualified staff in CRBDA. This is in line with the findings of Abomeh and Okafor, (2013), Omolo, Oginda and Oso, (2012), Worlu, Anya, and Umoh (2017), Obi-Anike and Ekwe, (2014) that, there is a substantial association between human resource recruitment, planning and organizational performance and that the relationship between the variables is mediated by organizational structure. The implication was that, before hiring

new personnel, business organization and their human resource managers should regularly conduct manpower audits and planning to assess the supply and demand conditions in the labor market.

4.6.5 The joint effects of Human resource needs, quality of personnel required, financial resource availability and recruitment process on the Return on Asset (ROA) of Cross River Basin Development Authority.

From the result in Table 4.14, it was found that financial resource planning and strategic planning maintained significant effect on Return on Asset (ROA) of CRBDA. On the contrary, human resource planning needs and production planning maintained insignificant effect on the Return on Asset (ROA) of CRBDA. The economic implication of the result is that, improvement on the ROA of CRBDA can be achieved if there is an increase in human resource or forecasting needs, financial resource allocation for manpower planning, employment, training and motivation of required and qualified workers through an innovatively-driven process and conducive environment for self - development for enhanced organizational performance.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Findings

The findings of this investigation based on the research questions and hypotheses were summarized as follows that:

- i. There is a significant effect of Manpower (Human resource) forecasting needs on the Return on Asset (ROA) of CRBDA. This implies that MANPFAS is crucial in the organization and that failure of CRBDA to pay high premium to it will lead to a decrease in achievement of organizational performance in the future.
- ii. There is a positive and significant impact of quality of personnel required/recruited on the Return on Asset (ROA) of CRBDA. The economic implication of this result is that, an increase in quality of personnel required and recruited will lead to about 2.1% increase in attainment of organizational performance in CRBDA.
- iii. There is a significant effect of financial resource availability (FINRESAV) on Return on Asset (ROA) of CRBDA. What this means is that, an increase in FINRESAV for human resource planning and development will lead to a corresponding increase in the improvement of organizational performance (ROA) of CRBDA.
- iv. There is no significant impact of recruitment process on the improvement of Return on Asset (ROA) of CRBDA. This may be due to the politicization of employment process in Nigeria based on nepotism and favoritism. Thus, the management of CRBDA have to prioritize a quality recruitment process which can lead to the prompt and transparent manner of qualified personnel engagement.
- v. There are significant combine effects of financial resource availability and recruitment process on the improvement of Return on Asset (ROA) of CRBDA. In addition, human resource/forecasting needs and quality of personnel required maintained a moderately significant impact on the improvement of Return on Asset (ROA) of CRBDA.

5.2 Conclusion

The effects and relevance of human resource planning as an effective tool in achieving organizational performance have been explored in this study. From findings and empirical analysis, it is revealed that overtime, firms, individuals and organizations (be they public or private), without proper human resource planning will be grappling with various grave and serious operational, production, financial and managerial difficulties, which can contribute to their failure, insolvency and liquidation. This

scenario is a confirmation to the fact that, human resource Planning is the first and one of the fundamental functions of management, and indeed, it is sine qua-non to the establishment, management, operational efficiency and profitability of any business or organization.

However, since Human Resource Planning (HRP) processes focuses on the fundamental economic idea of the supply and demand in relation to the organization's human resource requirement. It breaches the gap of manpower shortage or capability-insufficiency as well as assists the management of the organization in supplying the right people in the right numbers at the right time and place to accomplish business's future needs. In an ideal organization, it remains the primary stage or step in the human resource management procedure and strategic business growth philosophy (Chioke and Mbamalu, 2020). Among its crucial objectives; HRP ensures that, an organization has the appropriate quantity and quality of human resources with the appropriate competences, at the appropriate times, and in the right locations (Okafor, Okonkwo and Essell, 2022; Vineeth, 2019).

5.3 Recommendations

Based on the findings from this study, the following recommendations were made:

- i. Management of CRBDA should as a matter of necessity adopt and sustain an accurately precise means of forecasting its manpower needs to accelerate the operational efficiency and organizational performance of the agency.
- ii. Appropriate strategies and mechanism should be put in place to ensure that qualified personnel at their appropriate quantity with the requisite competences, at the right time and appropriate locations are deployed to accelerate the organizational performance.
- iii. Adequate financial resource planning and budget provision should be allocated, adopted and implemented by the management of CRBDA to enhance consistent human capacity development of workers to increase their value, skills, competencies and contribution to the accomplishment of organizational performance.
- iv. Management of CRBDA should step up proactive ideas, plans, strategies in enhancing and enforcing the right and flawless recruitment process of the required and qualified manpower of the company.
- v. Conducive working environment should be created and sustained for human capital training and development in the organizations. This will enable the organizations to provide quality and effective service that will impact positively on employee and organizational performance.

5.4 Suggestions for Further Study

For further studies, this study suggests as follows:

- (i) Inclusion of other human resource planning or capital development indices of public corporations' employees in Nigeria. Such determinants include; level of education, human development opportunities, employment rate, etc.
- (ii) Further studies can also be carried out on the impact of human resource planning on financial performance of public corporations in Nigeria.
- (iii) The relationship between the human resource planning determinants and employee performance in Nigerian public enterprises.

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