



# Lead City Journal of the Social Sciences (LCJSS)

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## Contents

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**An Assessment of the Impact of Marketing Practices on the Performance of Small Business Enterprises in Nigeria**

*E.A.O. Sanya, I.A. Olateju and K.O. Popoola*

**An Evaluation of Banking Sector Reforms and Entrepreneurship Development in Nigeria**

*O.O. Ogunjinmi*

**Role of Emotional Intelligence and Work Life Balance in Job Stress among Bank Employees**

*Ojo Adeshina Akinwumi, Jane Roli Adebusuyi and Ayoade Mujeeb Adedamope*

**Envisioning Citizens' Right to Health Care in Nigeria: Exploring the Challenges**

*Kamorudeen Adegboyega*

**Manpower Planning and Organisational Effectiveness: Evidence from a Nigerian Public Bureau**

*Abasimfon P. Etim, Jide Ibiatan and Ugochukwu D. Abasilim*

**Global Business Management Mindset and the Performance of Multinational Oil Corporations in Nigeria**

*Solomon A. Babarinde and Ojo Elizabeth Omone*

**Effect of Human Capital Development on the Performance of Selected Hotels in Abuja, Nigeria**

*Akinboboye Florence*

**Health Expenditure and Life Expectancy in Nigeria**

*Ojo Olusoji O., Nwosa Philip I., Alake Olamide J. and Adebajji Funmilola B.*

**Macroeconomic Environmental Dynamism and Banks' Performance in Nigeria**

*Dele Jacob Ojomolade and Joshua Adewale Adejuwon*

**Malaria and Socio-Economic Development in Nigeria**

*Noah Lumun Abanyam*

**An Analysis of Media Representation and Political Discourse in the Revisited Biafra Secession in Nigeria**

*Funmi Alakija, Anthony Amedu and Omowunmi Bukola Olaseinde-Fayomi*

**Effect of Stock Market Liquidity on Manufacturing Sector Output in Nigeria**

*Godwin Emmanuel Oyedokun and Usman Shehu Shehu*

**Nigeria's Diplomatic Activities and Conflict Management and Resolution in West Africa, 1999-2019**

*Adebola A. Alade*

**Public Perception of Civilian Joint Task Force in Safeguarding Human Security in North-East Nigeria**

*Adetayo Olamide Sowale*

**Secularist Theory and Democratic Governance in Nigeria: An Appraisal**

*Ojewunmi Emmanuel Adelekan*

**The Punch and Daily Trust's Framing of Fulani Herders/Farmers Clash in Benue State, Nigeria**

*Raphael Olugbenga Abimbola*

**Green City Interventions for Socio-Ecological Resilience of Urban Areas to Covid-19 in Nigeria**

*Olamide Martins Olaniyan*

**The Determinants and Impact of Foreign Direct Investment (FDI) on Economic Growth: The Nigerian Experience (1970 – 2018)**

*Joseph Oluwasegun Ajibola and Tolani Timothy Obakoya*

**Marketing Strategy and Performance of Selected Travel Agencies in Ibadan, Nigeria**

*M. F. Ayo, A. S. Oduguwa and B. T. Okeya*

**Training, Development and Business Innovativeness of Selected Cooperative Societies in Shagamu Local Government Area of Ogun State, Nigeria**

*Olusegun Dada and Adedara Oduguwa*

**The Biafran Agitation and the Nigerian Federation: A Situational Analysis of the Muhammadu Buhari Administration**

*Temple Obiefule Oguchukwu and Emmanuel Wasii Akerele*

**Rethinking Security Initiatives in Nigeria: A Book Review**

*Tope Oluyemi*

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## Contents

<b>An Assessment of the Impact of Marketing Practices on the Performance of Small Business Enterprises in Nigeria</b> <i>E.A.O. Sanya, I.A. Olateju and K.O. Popoola</i> .....	1
<b>An Evaluation of Banking Sector Reforms and Entrepreneurship Development in Nigeria</b> <i>O.O. Ogunjinmi</i> .....	13
<b>Role of Emotional Intelligence and Work Life Balance in Job Stress among Bank Employees</b> <i>Ojo Adeshina Akinwumi, Jane Roli Adebuseyi and Ayoade Mujeeb Adedamope</i> .....	19
<b>Envisioning Citizens' Right to Health Care in Nigeria: Exploring the Challenges</b> <i>Kamorudeen Adegboyega</i> .....	30
<b>Manpower Planning and Organisational Effectiveness: Evidence from a Nigerian Public Bureau</b> <i>Abasimfon P. Etim, Jide Ibietan and Ugochukwu D. Abasilim</i> .....	38
<b>Global Business Management Mindset and the Performance of Multinational Oil Corporations in Nigeria</b> <i>Solomon A. Babarinde and Ojo Elizabeth Omone</i> .....	46
<b>Effect of Human Capital Development on the Performance of Selected Hotels in Abuja, Nigeria</b> <i>Akinboboye Florence</i> .....	55
<b>Health Expenditure and Life Expectancy in Nigeria</b> <i>Ojo Olusoji O., Nwosa Philip I., Alake Olamide J. and AdebANJI Funmilola B.</i> .....	66
<b>Macroeconomic Environmental Dynamism and Banks' Performance in Nigeria</b> <i>Dele Jacob Ojomolade and Joshua Adewale Adejuwon</i> .....	68
<b>Malaria and Socio-Economic Development in Nigeria</b> <i>Noah Lumun Abanyam</i> .....	81
<b>An Analysis of Media Representation and Political Discourse in the Revisited Biafra Secession in Nigeria</b> <i>Funmi Alakija, Anthony Amedu and Omowunmi Bukola Olaseinde-Fayomi</i> .....	88
<b>Effect of Stock Market Liquidity on Manufacturing Sector Output in Nigeria</b> <i>Godwin Emmanuel Oyedokun and Usman Shehu Shehu</i> .....	99
<b>Nigeria's Diplomatic Activities and Conflict Management and Resolution in West Africa, 1999-2019</b> <i>Adebola A. Alade</i> .....	111
<b>Public Perception of Civilian Joint Task Force in Safeguarding Human Security in North-East Nigeria</b> <i>Adetayo Olamide Sowale</i> .....	120
<b>Secularist Theory and Democratic Governance in Nigeria: An Appraisal</b> <i>Ojewunmi Emmanuel Adelekan</i> .....	126
<b>The Punch and Daily Trust's Framing of Fulani Herders/Farmers Clash in Benue State, Nigeria</b> <i>Raphael Olugbenga Abimbola</i> .....	133
<b>Green City Interventions for Socio-Ecological Resilience of Urban Areas to Covid-19 in Nigeria</b> <i>Olamide Martins Olaniyan</i> .....	143
<b>The Determinants and Impact of Foreign Direct Investment (FDI) on Economic Growth: The Nigerian Experience (1970 – 2018)</b> <i>Joseph Oluwasegun Ajibola and Tolani Timothy Obakoya</i> .....	161
<b>Marketing Strategy and Performance of Selected Travel Agencies in Ibadan, Nigeria</b> <i>M. F. Ayo, A. S. Oduguwa and B. T. Okeya</i> .....	169
<b>Training, Development and Business Innovativeness of Selected Cooperative Societies in Shagamu Local Government Area of Ogun State, Nigeria</b> <i>Olusegun Dada and Adedara Oduguwa</i> .....	176
<b>The Biafran Agitation and the Nigerian Federation: A Situational Analysis of the Muhammadu Buhari Administration</b> <i>Temple Obiefule Oguchukwu and Emmanuel Wasiu Akerele</i> .....	185
<b>Rethinking Security Initiatives in Nigeria: A Book Review</b> <i>Tope Oluayemi</i> .....	192

## Manpower Planning and Organisational Effectiveness: Evidence from a Nigerian Public Bureau

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### Abstract

*The paper examines the impact of manpower planning on organisational effectiveness using a federal government public bureau. The study utilised a combination of primary and secondary sources for data collection. Inferential statistical methods (Pearson Correlation and Linear Regression) were employed for primary data analysis, while the secondary data were textually analysed. The adoption of Human Capital theory as framework of analyses invigorated the discussion and findings of the paper. The study reveals a significant positive relationship between manpower planning and organisational effectiveness in the public bureau within the period of study (2010-2019). However, some lapses were observed in the metrics/methodologies for manpower planning; the suggestion to leverage cutting edge technology would significantly lessen the shortcomings/gaps identified in the process.*

**Keywords:** Human resource management, Manpower planning, Nigeria, Organisational effectiveness, public bureau

### Introduction

Human resource plays an important role compared to other factors of production. As such, it is very necessary and vital in all organisations. For an organisation to succeed in the contemporary times, human resources must be available and adequate for the initiation and implementation of policies and programmes. It is important to invest adequately in human capital development, otherwise, organisational growth would be in jeopardy (Oni-Ojo, Salau, Oludayo and Abasilim, 2014; Sowunmi, Eleyowo, Salako and Oketokun, 2015).

Manpower planning and organisational objectives are intertwined as the former is an indispensable management function for the achievement of the latter. All resources are important to an organisation; however, human resources need to be properly planned for the coordinative function of attaining organisational goals. This means that the quality of human resources in a bureau is pivotal to organisational performance. It is therefore important to plan towards the development of staff in all units of the organisation to ensure the achievement of stated objectives (Ibojo, 2012). Manpower planning is so important to organisational effectiveness and has even been regarded as an art and science by Armstrong (2010).

Emphasising the importance of manpower in the public sector, Appah and Oyandonghan (2011) submit that developed countries often invest huge amounts of

money to plan for their human capital in order to enhance effective service delivery. In the same vein, governments in developed countries also give prominence to human resource in the achievement of their national goals. Reverse appears to be the case in Nigeria as little or nothing is being done to plan for and develop the skills/capacity of public servants in many public agencies and this hinders their ability to effectively and efficiently deliver the needed services to the people (Odumeru and Ilesanmi, 2013). The need to redress this poor state of affairs necessitates and underscores this study.

### Methodology

The cross-sectional survey design was utilised to collect primary data based on structured questionnaire administered on the study's respondents to determine the impact of manpower planning on organisational effectiveness. The total population for this study is 546 employees of the Public Bureau, and Taro Yamane sample size determination formula was applied as follows:

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

Where, n represents the sample size, N represents population under study and e signifies the margin error (0.05)

$$N = 546, e = 0.05$$

$$n = \frac{546}{1 + 546(0.05)^2}$$

$$n = \frac{546}{1 + 546(0.0025)}$$

$$n = \frac{546}{1 + 1.365} = \frac{546}{2.365} = 230.867$$

$$n = 231.$$

Thus, a total of 231 respondents were used in this study. Respondents were chosen using simple random sampling technique. This technique was adopted because it aided a random selection of personnel from the various departments with variations in age, ranks and years in service within the bureau.

The Four-point Likert scale questionnaire was adopted. Respondents were required to choose from these options: Strongly Agrees (SA), Agrees (A), Disagrees (D) or Strongly Disagrees (SD). A point value was assigned to each of these responses selected by the respondents. The questionnaire was categorised into parts (A and B). The first part dwelt mainly on respondents demographic particulars, while the second section was on the focus of study.

The Statistical Package for Social Science (SPSS) version 21 aided data analysis. The analysed data were presented using descriptive statistical tools of frequency and percentages. The research hypotheses tested the relationship between manpower planning and organisational effectiveness in the public bureau between 2010-2019 using the Pearson Product Moment Correlation Co-efficient (PPMC); while regression analysis was employed to test the extent to which manpower planning impacted organisational effectiveness during this period. Additionally, the secondary data which supplemented primary sources were textually analysed.

## Literature Review

This section reviews the concepts of manpower planning and organisational effectiveness.

### The Concept of Manpower Planning

Manpower planning is simply an action of making decisions in advance for appropriate employees or workers that possess the required skills, knowledge and abilities to deliver organisational goals and objectives. Armstrong (2010) captures the concept as the procedure put in place in an organisation to ensure that the most appropriate set or group of workers are engaged. There are different roles, duties, functions and responsibilities in organisations. Manpower planning ensures that employees in the organisation are with right skills set, know-how and capabilities of carrying out their duties and responsibilities

appropriately. Ibojo (2012) opines that human resource planning is the method by which organisations employ the correct number of persons with the appropriate skills for the correct positions to attain the most desired efficiency level (cited in Igbokwe-Ibeto, Osakede and Anazodo, 2017).

Similarly, it connotes a technique of systematic assessment of the “exact number of persons at the correct time and in the appropriate positions” that can complete organisational task in a way to achieve the set goals (Obi, 2015:10). This process is seen as a continuous process of proper manpower planning (Pamela, Umoh and Worlu, 2017). It is therefore fitting to regard manpower planning as an ongoing process because the organisation is faced with an ever dynamic and competitive environment and to be effective, they require “a cutting-edge manpower development” which can be achieved by structured manpower planning (Owolabi and Adekunle, 2016: 1). Manpower planning also refers to a unified method used to carry out their duties so as to employ adequate amount of persons with requisite skills for the achievement of stated objectives (Opatha, 2015).

Altschuld and Zeng (2015) explain that an organisation must continuously realise that staff requirements are prone to changes, and the organisation must adapt and ensure that all positions are filled with committed employees, working cooperatively towards clear objectives, as it is the coordinated performance of all employees that leads to an effective organisation. This implies that the function of the organisation (human resource department) starts with proper staffing which is geared to performing the activities of the organisation.

Additionally, Cole (2002:169) views manpower planning as “undertaking rational approaches towards effectively recruiting, retaining and deploying employees, which may include the arrangement and dismissal of employees where necessary.” This definition taxonomises manpower planning into three core activities- undertaking a general analysis of the organisation’s HR situation, forecasting employee demands and implementing HR plans based on job standards. In a similar vein, Chandan (2013: 45) posits that manpower planning is “the organisational process of assessing the employees’ needs, performing a forecast of the future in line with the commitment of workers and the willingness of the company to employ, creating methods in line with the organisation’s plan where constant monitoring and evaluation of these employees’ needs are carried out.”

In other words, manpower planning involves the human resource unit’s efforts and strategies to explore, engage, empower, improve and retain human

resource, directing all their skills and abilities for the attainment of organisational goal.

### The Process of Manpower Planning

The process of manpower planning has gained global significance with the expansion of organisational activities. Many researchers structure the processes of manpower planning to be the roles performed by the human resource department (Peretti, 2006). The processes are described as follows:

- i. **Defining organisational objectives:** Every organisation has broad goals which must be realised. Setting specific goals will foster the effective coordination of resources towards achieving the stated targets. Manpower targets are drafted and carved from the overall strategy of the organisation by the human resources manager and all procedures, decisions, and actions are directed towards achieving same (Lengnick-Hall and Lengnick-Hall, 2018). This process initiates the manpower planning functions as specific objectives form the bedrock of action for the human resource department to be adopted in the implementation process.
- ii. **Estimating human resource needs:** this second stage of manpower planning process involves determining the requirements of various departments in the organisation and making estimates based on relevant factors such as quality of conversion rate and developmental plan of the organisation (Kannappanavar and Kumbargoudar, 2010). Abeysekera (2007) submit that the process is contingent on factors such as the precise terms of human needs in terms of quality, skills, level of knowledge, age, and others. Forecasting techniques are used to identify and predict the human resources needs.
- iii. **Evaluation of current human resource needs:** One scholar suggests that ascertaining the current inventory of workforce is a short term occurrence that requires having the know-how of “present resource” (Cole, 2002: 174). Records of the entity and other documents are reviewed to ascertain the current number of workers for the period. This process is best carried out by effecting all time review of job descriptions, positions, and qualifications of the entire staff (Dessler, 2005).
- iv. **Assessing the labour market and determining the labour supply conditions:** It means taking into cognisance the net human resource needs of the firm derived from deducting the “present

resources” from the estimated human resource needs. (Cole, 2002). In addition, the economic conditions should be analysed to be certain on how the human resource need should be sourced (Ibojo, 2012). Other factors identified by this author are social mobility and population trends. Carrying out this process requires comparing the availability with the requirements. One technique of achieving this process is zero-based forecasting (Akhigbe, 2013).

- v. **Developing human resource plan:** Management must be proactive in formulating a blueprint in response to the need of the organisation (Rodriguez and Pablos, 2002). Ali et al (2012) explain this process as forming a strategic road map of different manpower planning that includes staffing, training, development, performance appraisal, compensation policy, and feedback management system which will meet the current goals of the organisation and will provide a safe haven in turbulent and competitive environment. Brian (2006) advocates the importance of a well integrated plan as guiding the manpower planner in effectively sourcing manpower in the future when there may be wrong supply programmes. This well developed plan helps meet the needs of bureau (Prashanthi, 2013).

### The Concept of Organisational Effectiveness

Organisational effectiveness is an ambiguous term with conflicting objectives in an extremely competitive environment (Ashraf and Kadir, 2012). This ambiguity has created a barrier to identifying a clear definition of the term, which has also led to difficulties in evaluating the performance of an organisation.

Generally, effectiveness is often regarded as doing the right thing. Various processes and routine operations are carried out by organisations to achieve their objectives and the achievement of such objectives is deemed to be consistent with developing the organisation (Iyer and Davenport, 2008). It is imperative to design measurement standard for organisational performance. The measurement criterion is termed organisational effectiveness (Lee and Choi, 2003). Determining the criteria for assessing an organisation is crucial to its nature and operations (Arnett, Sandvik, and Sandvik, 2018).

Zheng, Yang, and Mclean (2010) define it as the extent to which bureaus achieve their objectives. Mishra and Misra (2017) contends that organisational effectiveness deals with the perspectives and degree to which an organisation “scores high” in the all

operations including job involvement and satisfaction, independence and control. Consensus by scholars on some aspects of organisational effectiveness rests on a tripod thus: linking efficiency with effectiveness; identifying effectiveness with organisational differences; and the complex nature of organisations (Henri, 2004).

Obi (2015) identifies that organisational effectiveness stems from the performance of recurring activities of establishing organisational goals and controlling operations to ensure its attainment. This view by Obi (2015) relates effectiveness closely to efficiency. It further affirms that organisational effectiveness hinges on the actual results of operations. Ridley and Mendoza (2011) capture organisational effectiveness as the ratio that shows a reflection in terms of finances, time and space incurred during performance, while measuring the organisational activities and the amount of resources utilised. The ratio according to these authors implies the commitment of employees towards the progress, where the more efficient the employees are, the more energy returns are evident in the organisation's activities. This definition is different as each organisation is unique because there is no standard organisation that has all the traits of effectiveness, hence the reference to its ambiguous nature (as mentioned above) and its processes which are inherent across different organisations.

On the complex nature of organisations, every organisation has boundaries that are fluid and more often than not, contradictory with competing interests which fall within the objectives of such organisations. The focus of organisational effectiveness for HR is ensuring that employees possess critical skills within the organisation's environment, while having access to support from the organisation (Baker and Branch, 2012). Thus, the key factors for producing such high-levels of effectiveness are qualified and result-oriented staff working towards the same outcome - fulfilling the organisation's objectives.

### **Manpower Planning and Organisational Effectiveness: An Empirical Review**

This section explicates the nexus between manpower planning and organisational effectiveness based on previous studies.

The study carried out by Igbokwe-Ibeto, Osakede and Anazodo (2017) on workforce planning and development in Lagos state civil service was conducted using primary and secondary data. The work adopted descriptive survey methodology in which samples were selected through the multistage technique. Different statistical methods were employed and Pearson's Product Moment Coefficient

Correlation (PPMC) was used for the data analysis. Their research found a positive link between workforce planning and organisational performance. It further affirms that successful performance in a firm requires proper workforce planning.

Another research by Pamela, Umoh and Worlu (2017) based on oil and gas companies in PortHarcourt examined the link between manpower planning and organisational performance. Five firms were selected using stratified random sampling and Taro Yamane sampling size resulting in the selection of 70 managers and supervisors. The study employed spearman rank order correlation coefficient as statistical tool of analysis, and established that the link between workforce planning and companies' performance is substantial and positive, which is closely controlled by the proper structure of the organisation. This study recommends that people in management positions embark on regular manpower audit and planning which is beneficial to identifying the demand and supply circumstance of the labour market.

In interrogating the effect of HR planning on public organisations in Nigeria, Marcel (2018) employed the theoretical compass of human capital theory to analyse the connection between manpower planning and quality output in an organisation. This study discussed the processes of human resource planning as manpower audit, and forecasting, and utilisation. Manpower inventory according to Marcel (2018) involves the qualitative and quantitative analysis of the existing manpower in organisation which provides information on various skills available in an organisation encompassing age, professional and academic qualifications, experience, and others. Manpower planning is similar to the first process discussed in this study. Manpower audit and forecasting deals with both supply and demand of all manpower needs in a bureaucracy (Marcel, 2018: 5). Marcel's manpower audit is in consonance with the process of auditing internal assets discussed earlier in this paper. Finally, manpower implementation process entails recruitment, training, development, and productivity of employees.

Elsan (2019) investigated the consequences of human resource planning on the performance of the organisation. The study primarily aimed at determining those HR practices adopted to enhance organisational performance. This author upholds that employees' skills, commitment and initiatives are very crucial for an organisation to accomplish its goals and perform efficiently. The study basically relied on data from secondary sources. Findings show that human resource planning ensures that the most appropriate human resources are made available at

the right time, which improves organisational productivity and efficiency. Also, the study reveals that HRP guides managers in right decision making. The study therefore reveals a positive and extremely important relationship between HRP and performance of the organisation.

### **Theoretical Framework and Application of Theory**

Human capital as a term goes back to the early 1960s when it was adopted by various scholars. It was used by Schultz (1961) as comprising know-how, skills set and capabilities of employees in an organisation. Much later, Schultz revamped the definition and considered the term as the totality of human capabilities to be either from within or learnt. He posits further that human capital is the value feature that can be augmented by relevant investment (Schultz, 1981). Becker (1993) also defined the term as the knowledge, information, thoughts, skills and wellbeing of workers. Obviously, Becker had introduced another dimension into the definition (that is, health of individuals). Eventually, Bontis, Dragonetti, Jacobsen and Roos (1999: 391) identified the necessity of innovation in human capital. They referred to human capital as the people factor in workplace; the joint intelligence, skills set and know-how that provides the organisation with its unique character. They inferred that workers are the ones capable of acquiring more knowledge, and amenable to change which leads to innovation.

The definition by Kenny and Kenny (2019: 1) is very instructive here, especially in relation to manpower planning. Human capital connotes “the bulk of skill set, know-how, habits, social and personality features which comprises innovative and cognitive abilities that are embodied in the performance of labour to create economic value.” Apart from the fact that this definition is more comprehensive and encompassing than the previous ones, the definition also emphasise the essence of planning for and selecting set of workers with required competencies, habits and personal traits. The view expressed by Kenny and Kenny (2019) in the definition of human capital acknowledges these factors as necessary for employee (and organisational) optimal performance. Moreover, the definition illuminates the nature of human beings working in such key areas as environmental, physical, cultural and social contexts.

Onyema (2018) notes that the emphasis of the HC theory is that all primary competencies, expertise and abilities of the workers actually contribute to organisations competitive advantages. It is also noteworthy that the human capital theory does not

focus on securing the right people for the work only, but also, as an economic approach, it emphasises human capital investment and training (as priceless assets) to improve the productivity and service delivery of the organisation. The relevance of human capital theory to this study cannot be overemphasised. The theory stressed the necessity of skills, knowledge and capabilities to the effectiveness of organisations. Hence, adequate planning amount to harvesting the right “hands” into the organisation as well as to also ensure that the organization does not lack human capital at any time.

Predicated on the first assumption of the theory, the effectiveness of employees can be ascertained or judged by the extent of economic value that the worker is able to contribute to the organisation. This, in other words, means that human capital is measurable. In some cases, however, they may not be measurable. This (immeasurability of human capital) may be due to neglect on the part of human resource unit to plan or set targets for employees, upon which their productivity can be evaluated.

The second assumption infers that the human resource may be retained in the organisation and still not be used optimally. This may also be due to the inability of the human resource department to source the correct type of workers with appropriate expertise and competencies at the right time and in the right place (unit). When adequate human resource or manpower plans are not made, chances are that incompetent set of workers are recruited, whose existence in the organisation contributes little or nothing to its effectiveness. This typifies the situation in Nigeria’s public bureaucracy with numerous reform narratives (Ibietan, 2019).

The effect of lack of manpower plans, therefore, is that individual employees in the organisation will find it very difficult or almost impossible to work towards achieving the organisational goals, because they do not possess the wherewithal for performance. In the long run, the effectiveness and abilities of the organisation will be impaired. To be sure, the underlying assumptions of human capital theory incorporates key HR competencies which facilitate organisational effectiveness and are quite germane to this study.

## **Results and Analyses**

### **Respondents’ Background Information**

This section presents descriptive statistics of respondents, the test of hypotheses and discusses the findings accordingly.



**Table 1: Background Information of Respondents**

Variables	Item	Frequency	Percentage (%)
Gender	Male	133	58.0
	Female	90	39.0
	No response	8	3.0
	<b>Total</b>	<b>231</b>	<b>100.0</b>
Age range	18-25 years	13	5.6
	25-35 years	51	22.1
	35-45 years	90	39.0
	45-55 years	63	27.3
	56 years and above	7	3.0
	No response	7	3.0
	<b>Total</b>	<b>231</b>	<b>100.0</b>
Educational qualification	SSCE	8	3.0
	OND	17	7.0
	HND	26	11.0
	B.Sc.	104	45.0
	Masters	55	24.0
	Others	14	6.0
	No response	7	3.0
	<b>Total</b>	<b>231</b>	<b>100.0</b>
Department	Corporate Support Services	21	9.0
	Tariff & Trade	30	13.0
	Enforcement, Investigation & Inspection	66	29.0
	Modernization, Research & Economics Relations	20	9.0
	Excise, Industrial Incentives and Free Trade Zone	10	4.0
	Human Resource development	72	31.0
	No response	12	5.0
	<b>Total</b>	<b>231</b>	<b>100.0</b>
Length of service	Less than 5 years	24	10.4
	6-10 years	77	33.3
	11 years and above	122	52.8
	No response	8	3.5
	<b>Total</b>	<b>231</b>	<b>100.0</b>

Source: Field Survey (2020)

In the table above, 133 (58%) were male while exactly 90 (39%) were female respondents. On the age range of respondents, While only 13 (5.6%) respondents were within the ages of 18-25 years, 51 (22.1%) respondents were aged 25-35 years, 90 (39%) of respondents are within the age interval of 35-45 years, 63 (27.3%) respondents within the 45-55 years of age, and 7 (3%) respondents 56 years of age and above. On respondents' educational qualification, the table

shows that 104 respondents identified themselves as B.Sc. holders which represent 45% of total respondents. 55 respondents (24%) have bagged Masters Degree and 14 respondents (6%) have other degrees-12 PhD holders, 1 National diploma and 1 TC Grade II. Also, 26 (11%) of the respondents are HND holders, 17 (7%) are OND holders and only 8 of the total respondents are SSCE holders. The table shows that there are 21 respondents (9%) in the Corporate Support Service department; 20 respondents (9%) in the Modernisation, Research & Economics Relations department; the Excise, Industrial Incentives and Free Trade Zone department had only 10 respondents (4%); the Tariff & Trade department had 30 (13%) personnel participated in the survey. Also, 66 of them (29%) were in the Enforcement, Investigation & Inspection department and 72 respondents (31%) are with the Human Resource Development department of the agency. Furthermore, the table clearly shows that most (52.8%) of the respondents have 11 years above of experience; 77 respondents, (33.33%) served within six and ten years in the corporation; while 24 (10.4%) respondents had less than 5 years as service period.

### Test of Hypotheses

**Hypothesis one:** Manpower planning has no significant relationship with organisational effectiveness in the public bureau during the period of study.

**Table 2: Relationship between Manpower planning and Organisational effectiveness**

Hypothesis	R	P-value	Decision
There is no significant relationship between man-power planning and organisational effectiveness in Nigerian Customs Services during this period	0.360	0.000	Reject null hypothesis

Source: Authors' computation, 2020

The table reveals that the correlation ( $p = 0.000$ ) is significant at 5% level. Thus, the null hypothesis is rejected. It can therefore be inferred that significant relationship exists between manpower planning and organisational effectiveness in the public bureau during the period of study.

**Hypothesis Two:** Manpower planning has no significant impact on organisational effectiveness in the public bureau during the period of study.

**Table 3: Impact of Manpower planning on Organisational effectiveness in the public bureau during the period of study**

Coefficients Table for Hypothesis Two						
Model		Unstandardised Coefficients		Standardised Coefficients	t.statistic	p. value
		B	Std. Error	Beta		
1	Constant	2.420	0.151		16.019	0.000
	Man-power planning	0.305	0.052	0.360	5.842	0.000

a. Dependent Variable: Organisational effectiveness

Source: Authors, computation (SPSS, Version. 21), 2020

The result in Table 3 reveals the regression coefficient of 0.305 which means that manpower planning has a positive impact on organisational effectiveness, as one unit increase in manpower planning will lead to 0.305 increase in organisational effectiveness. Result shows t-calculated of 5.842 and p-value of 0.000 ( $p < 0.05$ ). The probability value is less than 0.05 (or 5%) significance level, which implies that there is a significant positive relationship between manpower planning and organisational effectiveness. The null hypothesis is rejected. Therefore, Manpower planning has a significant positive impact on organisational effectiveness.

### Discussion of Findings

The first null hypothesis was rejected as the p-value was 0.000. In other words, this study reveals a significant relationship between manpower planning and organisational effectiveness in the public bureau during the period of study. This is in tandem with the findings of Obi (2015); Igbokwe-Ibeto, Osakede and Anazodo (2017) and Marcel (2018) which indicated that a connection exists between manpower planning and organisational effectiveness in the focus of study.

The second hypothesis, examined the impact of manpower planning on organisational effectiveness in the public bureau between 2010 and 2019, and also showed a significant impact; as the regression models substantially determines the outcome of organisational effectiveness and the *p-value* is 0.000. The coefficient table reveals that manpower planning has a significant positive impact on organisational effectiveness.

This corroborates the findings of Igbokwe-Ibeto, Osakede and Anazodo (2017) which similarly found a positive link between human resource planning and organisational performance. In the same vein, the finding agrees with the study by Elsan (2019) which

reveals that human resource planning enables the organisation to engage the most appropriate personnel, which consequently improves organisational productivity and effectiveness.

### Conclusion and Recommendations

This study found that manpower planning is crucial to organisational effectiveness. It is also instructive to note that human resource must be properly planned before the recruitment process in order to meet the human capital needs of an organisation, and this facilitates service delivery. Predicated on the foregoing, the study recommends the following:

- i. The HR Units should constantly assess personnel stock and strengthen manpower planning that can further improve organisational effectiveness in public bureaucracies.
- ii. Public servants should be appropriately and adequately motivated, noting inflationary trends in the economy, devoid of adversarial industrial relations approach.
- iii. Public bureaucracies in Nigeria should leverage cutting edge technology for manpower inventory, forecasting and other indices in order to further organisational effectiveness through robust manpower planning initiatives.

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