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BACHELOR' THESIS

on the topic:

Impact of human resource planning on the performance of an organization

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Student: M-82an

Clarence Erzuah Amihere

Clarence

Applied for a Bachelor's degree.

Bachelor's thesis contains the results of own research. The use of ideas, results and texts of other authors have references to the relevant source Clarence Erzuah Amihere *Clarence*

Scientific supervisor:

senior lecture Tetiana Bondar

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ANNOTATION

The theoretical aspects of human resources planning have been investigated in the thesis. Methodological issues of research of human resources planning in the organization have been covered. The features of human resources planning in the organization have been systematized.

A study has been conducted on the state of human resource planning in the organization and developed recommendations for improving human resource planning in the organization.

STRUCTURAL ABSRACT

The structure and length of the bachelor's thesis. The thesis consists of introduction, three chapters, conclusion, list of references.

The goal of the study is to develop recommendations for improving the organization's human resource planning.

Achieving the goal of the study requires the following tasks:

- explore the theoretical foundations of human resource planning;
- systematize the features of resource planning in the organization;
- analyze approaches to forecasting the human resources of the organization;
- outline the methodology for studying the state of human resource planning of the organization;
- analyze the problems of human resource planning of a particular organization;
- to conduct a study of the state of human resource planning through questionnaires;
- develop recommendations for improving human resource planning in the organization.

The object of the research is the system of personnel planning of the organization

The subject of the research is the theoretical, methodological bases of the human resource planning improvement.

Research methodology. The methodological basis of the work is system-functional, logical, comparative analysis, synthesis, induction, deduction. The paper also uses statistical methods of research and questionnaires.

Key words: **human resources; human resource planning; human resources forecasting; efficiency of the organization.**

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INTRODUCTION

Importance of research. Planning is one of the functions of management. It is the basis for ensuring the effectiveness of management of the organization in the first stage of the management cycle. The object of management are subordinates. At the same time, human resources are considered today as one of the important factors in the competitiveness of the organization.

That is why an important task is to improve the planning of human resources in the organization.

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CHAPTER 1 THEORETICAL ASPECTS OF HUMAN RESOURCE PLANNING

3.2 Nature and meaning of human resource planning

It is generally agreed the key factors in developing a smoothly functioning and efficient organization in the full utilization of its human resources. A manager of the workforce is not different from other areas of operation. Effective policies cannot be formulated nor effective action taken without first making reliable and relevant planning.

Human resource planning is any business organization over the years attracted a lot of opinions, ideas and theories as to best modalities for its administration in a bid to achieve organizational objectives and also improve efficiency in production. Management in business organization are now at the point in the procurement process where the types which have been designed must now be analyzed to determine the types of person who can best perform the assigned duties. The study of job content to determine human requirement is formed as job analysis. Job analysis is defined as the process of studying and collection information relating to the operations and responsibilities of a specific job. It is the process of obtaining relevant information about jobs. Job analysis is partly of basic data in any human resource planning .it enables existing jobs in the organization. Job analysis involves the systematic examination of jobs in order to uncover the nature of tasks performed, the working conditions responsibilities and skills required. In practice therefore, the main purpose of job analysis is to collect data for job evaluation. This information is recorded in two forms to provide permanent record. One is called job description and the second is called job specifications.

JOB DESCRIPTION: is an aspect of job analysis, which focuses on the content of the job. It is a statement showing what the job entails or contents goods examples of job description are job duties materials and equipment used working condition.

JOB SPECIFICATION

Job specification: is a statement of human qualities necessary to the job , it usually contains such items like education and experience, training initiatives and age physical skills, responsibilities and remunerations.

In this study therefore, job analysis in determining the number and kinds of jobs and the qualification needed to fill the jobs. It is an effective element of human resource planning.

Human resource refers to the manpower or labour force that is directly available, capable and willing to work. Manpower simply means human resource who are available capable and who have at their disposal knowledge, skills attitude experience and qualification towards the achievement of organizations objectives.

Agu (2002) said human resource implies the total work force of a highly committed indigenous person with entrepreneurial technical and skilled abilities person who can render selfless services. This kind of human resource is considered as the most strategic and critical factor in every development.

P.U. Akanwa and Aham Anyanwu (1999) said human resource is referred to all the worker in a business or organization considered as a group.

There are three types of human resources

- 1 Skilled human resource
2. Semi-skilled human resource.
3. Non- skilled human resource.

Skilled human resource: these are labour force that one graduates and highly intelligent the business organization.

Semi- skilled human resource: these are labour force made up of non graduate but had acquired enough knowledge and experience eg. W.A.S.C, N.E.C.O.

Non skilled human resource: these are non graduates and also they don't have WASC.but are holder of F.S.I.C.and majority cleaners and security men e.t.c in the industry

Human resources are one of the important resources in any organization. It forms a greater and reasonable partion of organization resources.

The first step in the human resource process is determined the steps needed to fulfill those needs. The purpose of human resource planning is to ensure that a certain desired number of persons with the correct skill will be available at some specific time in the future.

It is directly connected to the success of an organization and therefore must be planned. They provide for its human resources to accomplish its task this is called manpower planning

APPLE by (1977) said resource planning seeks to maintain and improve an organization's ability to achieve its objectives by developing strategies which are designed to increase the present and future contribution of manpower.

Lynch (1972) defines human resource planning as a strategy by which an organization ensures that the right talent and skill, in the right job at the right time, who are performing the right activities to achieve the right objective to fulfill the organization's purpose.

The encyclopedia of management (1923) defined human resource planning as that aspect of an organization which deals with anticipating human resource requirements taking into account current and likely future demands for skill and probably availability. It explains that the adoption of human resource planning in an organization should not be based on a desirable social goal.

It should be facilitated the organization's economic goals related to

A need for greater and more creative contribution to productivity in the face of rising costs and stiffer competition.

B status work and relationship of employees

C the need for more broadly skilled managers at the top of the organization and stable executive succession.

P. U. Akananwa and Aham Anyanwu said the human resource is endowed with national allegiance which is enhanced through education, training and experience. It further explained that people are however not endowed with intelligence equally and this translates to high, medium and low achievers or performers. Therefore, the human

resources goal of any organization would be to attract the intelligence people who are likely to be high achievers.

This can only be achieved through an articulated and systematic human resource planning policy.

Sufficient human resource must exist to ensure healthy operations of any organization. To achieve planning enable you to identify. The areas where a shortage or excess of manpower is likely to occur in future or where there is insufficient use of people.

Purpose of human resource planning:

(i) Ensure that there is optimum utilization of human resource existing so that they should not be insufficient in the organization

(ii) To plan for the future human resources needs of the organization so that there would be enough skilled available at the times.

(iii) Above all to ensure that there is the right number of skilled available at the right time at each level in the hierarchy

1.2 Current human resource position and utilization

This is a way of identifying future demand for human resource in consideration of the internal resource you will have to meet the demand and taking step to assess the state of labour market in which you will depend on for future recruitment so as to maintain optimum human resource planning requirement. From a practical point of view demand for organization products or services is paramount. Thus in manufacturing firm sites are projected first, then the volume of production? Required to meet this sales requirement is determined. Finally, the staff needs to maintain this volume of output is estimated.

According to C.K Ubaku (1975) successful human resource forecasting for the future is depending on the three basic factors.

(i) knowledge of present human resources

(ii) information on the human resource environment

(iii) information on business objectives

Stages of human resource planning:

(1) Diagnosis of the existing organization effectiveness by the use of job analysis and grading performance appraisal.

(2) Detailed human resource inventory of all types and level of staff thought out the period of the human resource plan.

(3) Requirement for all types and level of manpower are than ascertained

(4) The labour market and the various source of supply of the personnel that we need as considered taking into consideration present human resource utilization potential need as the basis for additional requirement.

1.3 Human capital forecasting

This is a way of predicating and identifying future demand for human resource. You have to meet the demand for manpower market steps to asses the state of the labour market on which you will depend for future reinvestment so as to maintain an optimum human resource level at all times

The human capital may need to forecast on one such as

A what number of employees required and cost

B what additional training programmes and cost

C what is the expected turnover

D who are these at the retirement stage will be attracted and retain the best human resources available to that business organizations

Human resource recruitments. C.N Agu (2001) defined recruitment as "as the process of finding qualified candidates to consider for employment to fill existing job opening(s) in an organization

Recruitment is the first operative function of human capital management after the planning stage. It is concerned with obtaining the right kind of people and the number of human resource necessary to accomplish organizational goal. It deals

specifically with such subject as determination of the human resource requirement and their recruitment and placement.

Sources of recruitment in organization. There are two sources of recruitment in an organization the first is internal source of recruitment while the second is external source of recruitment.

1. Internal source of recruitment: this is a situation whereby the vacancies are filled within the organization.

Such internal source includes

A promotion of staff

B transfers

C general re-organization of staff

2. External source of recruitment: external source of recruitment are done when the organization decides to fill in vacancies from outside the organization.

Human resources development. RAWAR (1978) defined development as any planned guide or directed activities undertaken by a manager to help him or prepare him for greater responsibilities

Development includes training to improve skill in the performance of a specific job. It is designed to enable individual employee realize their potential for growth. After recruitment and placement the process of employment development starts.

The aim is to provide employees with necessary skill and proficiency required to perform their jobs successfully

It is an attempt to improve current or future employees performance by imparting knowledge changing attitude to work or increasing skill it thus include in house training programs like course on the job coaching and national assignment, professional programmes seminar and other forms including purely academic programmes.

Benefits of human resources training in an organization.

(i) Training helps to increase learning rate since it is mostly by instruction mistakes are reduced.

(ii) Training increases the quality of performance

(iii) It reduces labour turnover grievance and absenteeism and increase employees' job satisfactions

(iv) It reduces waste and breakages

(v) It increases the quality produced.

(vi) It helps to prepare the employee for advancement in the jobs.

Welfare health and safety management. The human capital will plan for maintaining adequate and modern welfare programmes that will ensure happiness and motivation of the workforce example canteen services annual leave allowance medical services e.t.c

Reward management. The human capital department will make sure that the reward system is such that could attract and retain qualified workers.

A proper reward programme must promote happiness maintain job stability increase productivity and higher returns to the organization.

Employee motivation. It is the responsibility of the human capital department to study and understand the characteristics of individual members of the workforce and the way these attributes influence the types of human needs they seek to realization in the work situation at any particular times.

Redesigning job in a way that will make it more challenging and interesting is essential.

Training and development. The human capital department is responsible for the planning systematic training and development of all cadres of staff such as formal training on the job training direct and indirect costs of health career planning and management succession planning and search for relevant information.

CHAPTER 2 METHODOLOGY AND FEATURES OF HUMAN RESOURCES PLANNING IN THE ORGANIZATION

2.1 Uses of human resource planning in a business organization

Human resource planning helps a business organization to determine recruitment level thereby avoiding expensive and unsatisfactory hasty recruitment approach where they suddenly realize that they are short staffed or the frustration of closing business through lack of trained staff to handle it.

1. To anticipate redundancies and plan how to prevent them.
2. Used as basis for planning training and development programmes geared to meet the need at the business organization.
3. to help maintain suitable labour turnover
4. Implication of changes in recruitment promotion and succession plans are foreseeable.
5. to identify future accommodation recruitment in the form of working space canteen or recreational facilities

Human resources supply. Internal supply sources: before looking outward for recruitment, it is necessary to identify our existing manpower position the basis on which we can predict the proportion of our present workforce that will remain with us through out our plan periods to be able to do thus, we need some basic data such as the following.

The breakdown of skills to identify how many people are proficient in the key skills required by the organization

The organization training plans which will identify what can be done to improve and diversify the skill of the existing workforce.

Succession plan of the organization which will indicate who can succeed and who in the hierarchy. External sources. By the time work on the internal manpower supply is completed and accurate data obtained on the present manpower position the organization will decide whether to look outward for manpower supply. Seeking to

recruit staff from external sources requires a lot of information about the labour market.

Scope of human resource planning. Effective human resource planning is the basis for optimal and successful operation of all organization they entail efficient co-ordination of all components of planning recruitment and development of personnel and cost in such a way as to achieve operational goal of the organization economically.

Human resource planning must be internally and externally integrated.

Internal integration. Internal integration: it means plans for recruitment selection placement, training and appraisal should be developed in such a way as to reflect co-ordination for example hiring 50 employees means they must be trained and their wages budgeted for

Externally, it should be integrated with the organization overall plan. For example opening new plant, building ca new hospital /wing or reducing operation due o impending recession all the staff implication.

Recruitment selection placement. Recruitment is the process of ascertaining the human resource needs of the organization and communication this need to the labour market so that those who meet the requirement of the job opening can apply.

Selection process has to do with sorting out or eliminating these judged unqualified to meet the job requirement of the organization.

Placement means putting the right person at the right place and at the right time where he can give in his best to the organization

2.2 Description of research methodology

Human resources department of some organization perform various function but much is yet to be desired in the area of human resources planning which has led to the following

- Poor recruitment and selection policies and procedure
- Inadequate and storage of personnel with requisite skills

- Low productivity
- Inability to cope with change
- Poor training and development programmes.

To find out the level of human resource planning practiced.

To examine the procedure steps involved in human resource planning

To ascertain how human resources planning is related to recruitment and selection.

To prefer solution on how to use human resources planning to improve the quality of personnel in organization.

1. What are involved in human resources planning?
2. how is the recruitment and selection done in the company
3. how does training and development facilities human resources planning in an organizations
4. What factors militates against human resources planning in an organization.
5. Does human resource planning enhance employees' performance in an organization?
6. Do effective human resources planning and development programme improve production efficiency?
7. What is the major use of human resource planning in an organization?
8. do human resource planning ensure efficient recruitment and selection of employees in an organizations

The following hypotheses were formulated to determine the validity and reliability of the study. Null hypothesis

Hi: human resources planning do not enhance employee's performance in an organization.

Alternative hypothesis

Ho: human resources planning enhance employees' performance in an organization.

Ho: human resource planning does not ensure efficient recruitment and selection of employee in an organization

Hi: human resource planning efficient recruitment and selection of employees in an organization

This research work will be immense value to unilever Nigeria in update its personnel management programme items

In establishment team to realize that that there were major or key to human resource planning tools for worker effective management

It will also make the manager to beat advantage to know and understand subordinate strength and to know the weakness the needs to overcome.

This will contribute greatly to future research in this field and other related field as a reference material.

This study on the impact of human resource planning on the performance of the organization will help unilever Nigeria plc. One of the limitations of this research is having a difficult time in finding the information's. And lack of finance is another limited of this research.

The researcher analysis was limited to the answer gotten through the questionnaires other limitations, encountered included but not restricted to time and money.

We outline the initial terms of study.

HUMAN RESOURCE PLANNING: this is the forecasting of staffing needs determining the steps needed to fulfill those needs in personal management.

RECRUITMENT: this is the process ascertaining the manpower needs of the organization and communicating these needs to labour market so that those who meet the requirement of job opening can apply

TRAINING AND DEVELOPMENT: Training is the process of acquiring specific skills, knowledge and attitudes needs to solve some specific organization problems development includes training to improve skill in the performance of ca specific job.

MOTIVATION: This is the process of changing the individuals' behaviours to a direct end.

PERFORMANCE APPRAISAL: This is a systematic evaluation of the individual with respect to his potential for the development.

COMPENSATION PROGRAMME: A programme designed to attract capable employees to the organization to motivate them towards superior performance and retain their service over an extended period of time.

MANPOWER: This refers to the human resource in an organization, capital of effectively and efficiently completing those tasks that will help the organization achieving its overall objectives.

ORGANIZATION: This is a group of people coming together to achieve a particular goals.

PROMOTION : This is a process of changing a staff level as a pre-requisites of motivating him/her in the organization

PLANNING: This is predicting future happening and based on the prediction put in plan action that will enable the organization realize it goals.

This chapter concentrates on the methods applied in the data collection for proper analysis and application in this work.

The researcher shall discuss on the following areas: research design, research population, sample size sampling techniques, sources of data collection, techniques of data analysis and statistical techniques.

The research should adopt survey approach involving the normal collection of data, directly from the respondents.

The population size for the study comprised of the top officials in the give department of unilever Nigeria plc Aba. Therefore population size was fifteen top officials of the department in the organizations.

The sample size makes research effort more efficient because it has the requisite chrematistics of the study universe; the sample is the random representation of the research population.

In this case, three officials will be selected from each of the five department of universe

Nigeria plc Aba. And questionnaires will be administered to them and where necessary. Therefore three officials in each of the department multiplied the five department of the organization i.e officials (3) multiplied by (5) department of the organization

$$3 \times 5 = 15$$

The sample size is 15.

The sampling technique used in this research work is random sampling techniques.

The research extensively concentrated on the use of both primary and secondary source of data in the research work.

Primary data were gathered from respondent for the specific investigation of hand.

This was assisted by the help of oral interviews structural questionnaire

In secondary sources of data collection the research will consult certain journal and magazines treating issues on human resources planning, internet, and library e.t.c will also be visited.

The techniques used in the presentation analysis of data include tabulation and percentage. But for the purpose of this work, these data collected through the responses given in the questionnaire were analyzed.

Tabulation: the data was arranged in form of the table in order to provide basis for easy analysis and interpretations

Percentage: the data from the responses given in questionnaire were analyzed on percentage basis the percentages of data collected in respect of each alternative given were calculated against the total responses. This enables the researcher to assign and give percentage weight to each alternative in other to make good comparatives analyzed, and to choose the highest percentage.

The statistical tool in this research work is chi square method which will be used to test the hypothesis stated earlier in chapter one i.e

$$X^2 = \text{chi - square}$$

O = observed frequency

E = expected frequency.

2.3 Brief information about the company

Unilever Nigeria plc was formally registered as lever Brothers Nigeria plc, lever Brothers plc, was incorporated as lever Brothers (West Africa) LTD on 11th April 1927 by Lord Lever's hidture and has business in Britain.

Today, unilever Nigeria plc is a leading company in the industrial sector , engage in manufacturing and marketing of a wide range of chouse hold products which includes soup and powered soap as it product link. The unilever Nigeria plc offers close –up paste for sale in different size like large size, medium size, small size, sachet and these sizes are regarded as its product item.

Initially when the question of development of a new factory house four alternative location were considered. The include: Onitsha Aba, Umuahia and Port Harcourt. Aba was chosen in preference to others because of its strategies location within the eastern region and also had easy access road facilities to the Owerri and Calabar areas and the South eastern regions.

CHAPTER 3 IMPROVING HUMAN RESOURCE PLANNING IN THE ORGANIZATION

3.1 Analysis of the state of human resources planning in the organization

The aim of this chapter is to statistically analyzed and interpret the data collected through the use of questionnaire.

In analyzing the gathered data we formed the questionnaire in two major parts the first contained the personal data while the second part contained one close ended question which the respondents were instructed to tick (/) on either yes or no .

The gathered data were presented in tabular presented format.

Question 1: Is human resource planning activity carries out by the human capital department of the company.

Table 1 Human resource planning activity

Responses	No of respondent	Percentage
Yes	15	100%
No	-	-
Total	15	100

Source : field work

From the above, 100 percent of the respondents representing 15 respondent agreed that human resource planning activity is carried out by the human capital department of the company

Question 2: what do you think is the major use of human resource planning exercise?

Table 2 Uses of human resource planning

Responses	No of respondent	Percentage
To help determine recruitment levels	8	49%

Continuation of the table

To anticipate redundance and plan how to prevent them	4	31%
To monitor the ratio of human resource of the cost	3	20%
Total	15	100%

Source : field work

From the above table, it shows that 49 percentage representing 8 respondents agreed that the major use of human resource planning exercise is to help determine recruitment levels 31 percent representing 4 respondent agreed that it is to anticipate redundancies and plan how to prevent them, 20 percent representing 3 respondents agreed that resource of other cost.

Question 3: does the company undertake human resource planning before recruitment exercise?

Table 3 Human resource recruitment exercise

Responses	No of respondent	Percentage
Yes	13	87%
No	2	13%
Total	15	100%

Source : field work

The table shows that, 87 percent representing table shows that company undertake human resource planning recruitment exercise while 13%percent representing 2 respondents disagreed

Question 4: recruitment exercise done in the company?

Table 4 Recruitment procedure

Responses	No of respondent	Percentage
Internally	3	21%
Externally	2	29%
Both	15	50%
Total	15	100%

Source: field work

The above table shows that 3 respondents representing 21 percent said that recruitment exercise is done internally in the company 4 respondents representing 28 percent said it is done externally while 8 respondents representing 50 percent said that, it is both

Question 5: Does human resource planning ensures efficient recruitment and selection of employees in an organization

Table 5 Human resource planning for efficient recruitment and selection of employees

Responses	No of respondent	Percentage
Yes	8	60%
No	7	40%
Total	15	100%

Source: field work

The above table shows that 9 respondents representing 60 percent said human resource planning ensure efficient recruitment and action employees in an organization while 7 respondents representing 40 percent disagreed.

Test of hypothesis 1: chi square method will be used to test the hypothesis.

$$X^2 = \frac{(O-e)^2}{e}$$

Ho: human resource planning enhances employees' performance in organization.

Hi: human resource planning does not enhance employees' performance in an organization

Where $\chi^2 = \text{chi - square}$

O = observed frequency

E = expected frequency.

In testing this hypothesis research question as extracted from research question number 6 will be used. i.e does human resource planning enhance employees performance in an organizations.

Table 6 The form of the statistical processing table

Response	Observed	Expected	O -E	$(o - E)^2$	$\frac{(O-e)^2}{e}$
Yes					
No					
Total					

Using 5% level of significant = 0.05 degree of freedom

$$= (n-1)$$

$$= 2-1=1$$

Where n is number of responses or event 5% level of significance and $(2-1) = 1$

Degree of freedom = 3. 841

$X^2 = \text{calculation}$

$$X^2 = (O-e)^2$$

$$X^2 = \frac{(9-6)^2}{6} + \frac{(6-9)^2}{9}$$

$$= \frac{(3)^2}{6} + \frac{(-3)^2}{9}$$

$$= \frac{9}{6} + \frac{9}{9}$$

$$= 1.5 + 1$$

$$= 2.5$$

$$= 2.5$$

Decision rule: if χ^2 calculated is greater than χ^2 tabulated accept H1, if χ^2 tabulated is greater than χ^2 calculated we accept (H0)

Since $3.841 > 2.5$ we reject (H1) accept (H0) which state that human resource planning enhance employee performance in an organization

Let's test of hypothesis 2.

Ho: human resource planning ensures efficient recruitment and selection of employees in an organization.

Hi: human resource planning does not ensure efficient recruitment and selection of employee in an organization.

In testing hypothesis research question as extracted from question number 5 will be used i.e. does human resource planning insure efficient recruitment and selection of employee in an organization.

Chi – square will be used to test this hypothesis

$$X^2 = \frac{(O-e)^2}{e}$$

Where $x^2 =$ chi – square

$o =$ observed frequency

$e =$ expected frequency

Table 7 The results of statistical processing

Response	Observed	Expected	O -E	$(o - E)^2$	$\frac{(O-e)^2}{e}$
Yes	8	7	1	1	0.14
No	7	8	-1	1	0.125
Total	15				0.265

Using 5% level of significant = 0.05 degree of freedom

$$= (n-1)$$

Where $n =$ the number of response to in event 5% level of significance and $(2-1)=1$

Degree of freedom = 3.841

$$X^2 = \frac{(8-7)^2}{7} + \frac{(7-8)^2}{8}$$

$$X^2 = \frac{(1)^2}{7} + \frac{(-1)^2}{8}$$

$$X^2 = 0.14 + 0.125$$

$$X^2 = 0.265$$

Decision Rule: if x^2 calculated is greater than x^2 tabulate accept (Hi), if x^2 tabulated is greater than x^2 calculated accept (H0)

Question 6: Does human resource planning enhance employee's performance in an organization

Table 8 Human resource planning employees' performance

Responses	Respondent	Percentage
Yes	9	65%
No	6	35%
Total	15	100%

Source: field work

The above table shows that 65 percent of the respondents representing agreed that human resource planning enhance employees performance in an organization while 35 percent of the respondents representing 6 of the respondents disagreed.

Question 7: Do you think that effective programme will improve productivity efficiency.

Table 9 Human resource and development efficiency

Responses	Respondent	Percentage
Yes	12	80%
No	3	20%
Total	15	100%

Source: field work

The table above shows that 12 respondents representing 80 percent agreed, while 3 respondent representing 20% disagreed that human resource planning and development is efficient.

Question 8: Job analysis is it an effective element of human resource planning

Table 10 Element of human resource planning

Responses	Respondent	Percentage
Yes	13	92%
No	2	8%
Total	15	100%

Source: field work

The table above shows that 92 percent respondents representing 13 respondents agreed that job analysis is an effective planning while 8 percent representing 2 respondent disagreed.

Question 9: Do you agree that human resource planning and development is an indispensable factor in the growth of this company.

Table 11 Human resource planning and company growth

Responses	Respondent	Percentage
Yes	13	92%
No	2	8%
Total	15	100%

Source: field work

The table above show that 13 respondent representing 92 percent agreed while 2 respondents representing 8 percent disagreed that human resource planning and development is an indispensable factors in the growth of this company.

Question 10: What do you think are the major problems militating against the implementation of sound human resource planning and development in the company?

Table 12 The major problems militating against the implementation of sound human resource planning and development in the company

Responses	Respondent	Percentage
Lack of skillful manager	7	45%
Lack of training and development facilities	3	25%
Inadequate finance	5	30%
Total	15	100%

Source: field work

The table above shows that 45 percent of the respondent representing 7 agreed that lack of skillful managers is the major problem militating against the implementation of sound human resource planning and development policy in the company while 25 percent presenting 3 respondents agreed that it is lack of training and development facilities while 30 percent representing 5 respondents agreed that, it is lack of finance.

Question 11: Do you agreed that unplanned production efficiency

Table 13 Unplanned resource recruitment

Responses	Respondent	Percentage
Yes	12	76%
No	3	24%
Total	15	100%

Source: field work

The above table show that, 76 percent representing 12 respondents agreed that unplanned human resource recruitment exercise affects production efficiency while 24 percent representing 3 respondents said no.

Based on the observation and discussion on finding in the research work, the following major finding were noticed

As shown in table 1 and 3 that human resources planning activity is carried out by human capital department of the company and that company undertakes exercise for effective achievement of organization performance.

And after recruitment exercise is done internally and externally in the company. It was also found that after recruitment and placement the company organize training programme for her employees,

That one of the major uses of human resource planning is can indispensable factor in the growth of the company. That one of the major militating against the implementation of sound human resource planning development policy in the company is lack skill managers.

3.2 Recommendation for improving the efficiency of personnel planning of the organization

Based on the conclusion, the research hereby recommends the following.

Effective human resource planning should be adequately carryout by the human capital department of the company to ensure that there is the right number of skill available at the right time at each level in the hierarch management of the company should sec human resource planning exercise, as an indispensable factor in the growth of the company as a result of human resource planning activity should be adequately financed.

Management should always organized human resource programme for employees in order to improve production efficiently.

Also they should not see training programme as a waste of money and human resource planning should be aggressively pursued in all business organization before recruitment exercise is carried out. Management should provide training facilities for her employees.

CONCLUSION

Human resource planning is the planning for the future personnel need of the organization taking into account both internally activities the needed for human resource planning may not be reading apparent. However, an organization that does not planning for human resource may find its requirements or its coverall goal effectively.

For example, a manufacturing company with new automated equipment but if the people to operate the equipment were not trained before installation, the equipment may remain idles for weeks or months.

Human resource planning being carried out in the company may help the human capital managers to identify the areas where shortage or excess manpower is likely to occur in future.

Having carried out human resource planning after recruitment exercise, it gives a company a better opportunity of recruiting the right skilled personnel require for the job, by organizing training programme for her employees after recruitment. And placement helps to increase the quality of employees performance.

It reduces labour turnover and as a motivational tool. It is pertinent to say that manpower or human resource planning have positive impact on the organizational performance effective human resource planning are the basic for optional and successful operation of the organizations.

Finally organization having the right number and kind of people at the right places, at the right time, is capable of efficiently completing in achieving its overall objectives.

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