



Research Paper

The Impact of Human Resource Planning On Organizational Goals Attainment and Employee Performance. Evidence from Nigeria

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ABSTRACT

This research is on “the impact of human resource planning on organizational goals attainment.” The study aims is to determine the extent at which effective human resource planning can impact positively on the organizational goals attainment and also in order to minimized poor performance or productivity in organization to determine if human resource planning have any significant impact on organizational performance, and the relationship between human resource planning and employees performance in the organization. Fifty (50) research questions, two (2) hypotheses and two objectives of the study were formulated in relation with the objectives of the studies. To achieve the aims and objectives of the studies, data were collected through both the primary and secondary sources of data collection. Data collected were analyzed by the used of chi-square method of data analysis. The two hypotheses were tested. Based on the analysis, the study found out that human resource planning is very essential or crucial in any organizations whether small or large scale business enterprise since it is well known that no any business organization can survive or exist entirely or completely without human being, also that one of the major functions of human resource planning is the process of engaging right people with ability, skills and technical knowhow to work in the organization in order to achieve profitability and sales growth. Based on the findings of the study, the researcher recommend that organization should always plan for human resource need of the organization before recruitment, selection or placement in order to know the exact quantity, and quality of human resource need of the organization.

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I. INTRODUCTION

Any organization that aspires to attain organizational goals and objectives must pay special attention to human resource planning. Human resource is the greatest assets in any formal organization. Organization goals such as wealth maximization, social and organizational responsibilities etc. cannot be fully attained without human beings who are naturally expected coordinate the activities of other factors of production brought together in an organization, without human other resources like money, materials and machines cannot work on their own neither can they monitor or coordinate themselves. Human resources are therefore a critical factor in the attainment of organizational goal.

According to Ngu (2015), Human Resource Planning should be linked not only with macro-economic planning, but with education planning both of national and organizational levels. In drawing up a manpower plan we need the use of an accounting framework, the projection of manpower needs, and the projection of manpower availability, the basis of manpower utilization and monitoring of labour mobility. According to Ayeni (2013), human resource management is concerned with bringing together and developing in an effective organization, all the men and women who are employed i.e. looking after them, so that they want to stay and give the best to the job. Nkom (2011) states that personnel management is the process of obtaining and maintaining a satisfaction and satisfied work.

Statement of the Problems

There can be many problems that is associated with human resource and organizational goal achievement. As the organizations are going global this is one problem faced by many organizations. Managing the change, in the organization and how to make people acquainted with the change. Balancing work and

personal life, is a huge resource manager to create a balance between the work life and personal life by flexi work hours, paternity leave. Long working hours, target pressures, high competition add stress and conflict in the organization. It is the duty of human resource manager to have proper response to the stress and conflict before it causes damage to the personality and organization at large.

Research Questions

This research will attempt to answer the following questions:

1. To what extent does human resource planning influence organizational goal attainment?
2. Does organizational goal attainment truly relate to human resource planning?

Objectives of the Study

The objective and rational for this research work is to examine the impact of human resource planning on the life and growth of employees and the organization. The aim of the study is to attain organizational goals, the research objectives of the study can be seen below:

- i. To examine the influence of human resource planning on organizational goals attainment.
- ii. To examine the impact of human resource planning on employee performance.

Statement of Hypothesis

Hypothesis 1

Human resource planning has a positive impact on organizational goalAttainment.

Hypothesis 2

Human resource Planning has a positive impact on employee performance.

II. LITERATURE REVIEW

INTRODUCTION

Organizational goals and objectives such as profit and wealth maximization cannot fully be attained or achieved without human beings who are the most important or vital among the other types of human resources in the organization which are: material, money and machines. Without man or men, the other resources cannot work on their own, nor can they coordinate or monitor themselves, but because man can monitor and coordinate other resources effectively. That is why it is considered the most essential factor in the attainment of organizational goals.

(Wikipedia, 2012). According to Wikipedia, human resources are people who make up the staff or employees of a company.

Human resource planning also known as manpower planning is the process of identifying human resource needs and action that are needed to be undertaken over time to satisfy the organizational needs. The main reasons behind human resource planning in an organization is to enable an organization to always have the right people with quality needed by an organization with the right numbers at the right places needed by an organization.

CONCEPT OF HUMAN RESOURCE PLANNING

These days, organizations are looking toward having competitive advantage or upper hand over threats present in the world. The high needs for competency requirements in most business organization aimed to generate kind of productivity that will bring more profit. And in order to achieve that, qualified employees are needed to d well and improve in an organization(Gadi & Kee, 2018).

To comply with this requirements or needs, the organization needs to support organizational performance or productivity with human resource planning and management practices that would be shown by organizational output of financial variables which are (productivity, good services, sales growth and organizational goals attainment) (Osman, Ho & Katai, 2011). And on the other hand, non-financial variables are: (Management quality, continuous improvement, long term orientation and workforce quality (De Waal & Frijns, 2011; Gadi et al., 2015).

Human resource planning is the process of predicting and forecasting organizational human resource need or objective in an organization (Habu, Dagget& M. B. Freejob, 2013:9; Gadi& Audu, 2019). Also, Rao (2012), defined human resource planning as an important process of getting the required number of qualified people into the organization at the right time for the right job into the organization.

Wisk Geek (2012), look at human resource planning as a classic human resource and administrative functions and the identification and evaluation of human resource requirements in an organization for meeting organizational goals attainment and that it also requires the appraisal of the availability of the resources that will be required or needed. Human resource planning in an organization is a one way to help an organization to develop in order to keep their competitive edge over their rivals or competitors. Unless organizations are able to

plan, attract, retain, manage, develop and motivate its staff or employees, it will find it difficult to meet the increasing demand for service improvement, modernization and high performance in an organization.

According to Susan (2012), human resource planning is a function within an organization that is concerned with planning, recruitment of staff and giving direction for the employees who work in an organization. An effective human resource planning enables workers to contribute effectively and the productivity to the overall organization, direction toward the attainment of organization's goals and objectives. (Susan, 2012 in Okoye & Raymond 2013; Gadi & Kee, 2020).

Business dictionary (2012), look at human resource planning as an organization division or activities that concentrate on recruiting and hiring of competent new employees to work for the organization toward the attainment of the organization goals and objectives.

Human Resource Planning and Organizational Goal Attainment

Good human resource planning in the organization will result in accomplishment or achievement of organizational goals and objectives, good performance and optimum or high productivity in the organization.

According to Todd (2012), he opined that poor human resource planning have great impact on the organizational goal attainment. Because human resource planning plays necessary and invaluable roles in the administrative functions in the organization in terms of payroll, benefits, recruiting and hiring of workers to act as link between staff management since human resource manages various appraisal of task or responsibilities, incompetent and disorganized place can be overcome.

According to Mursi (2003) cited in Okoye, & Raymond (2013) significant and positive correlation exist between human resource planning and organizational performance and goals attainment. Another study by Arsad, (2012), human resource planning have impact on organizational performance and goals attainment, and have positive impact between human resource planning or organizational performance.

Also, according to Chand and Katou (2007) cited in Okoye, & Raymond, (2013) cited, in their study in Indian hotel industry found out that human resource planning have strong relationship on productivity, and productivity impact on organizational performance and finally on organizational goal attainment.

III. RESEARCH METHODOLOGY

This chapter give the researcher opportunity to choose the method or techniques of data collection that will be used. And it also consist of target population, sample size, sampling techniques, and method of data presentation that will be used for the study or research. Target population is defined as the population of the people that will be under study. Which have homogeneous characteristics which at the end, the researcher will draw conclusion or generalization based on it. The target population for the study is the staff of Grand Cereal. The sample size of the population is made up of seventy (40) junior staff of the case study and thirty (10) senior staff respectively, which makes a total number of fifty (50) respondents. They are randomly selected from the entire population of the staff of grand cereal which makes up the total number of four hundred and nine male staff (409) and thirty female workers which makes up a total number of four hundred and thirty nine staff in the organization. The sampling techniques that will be used to select the representative that will represent the entire population is simple random sampling which equal chance of being inclusive in the study is given to every member of the entire population to participate in the selection process.

Data Presentation and Analysis

Introduction

The aim and objective of this study is to find out if truly human resource planning influenced the organizational goals attainment of an organization. This chapter focused on presentation, analyzing and interpretation of data collected or obtained from the field to tackle or resolve questions raised at the introductory part of chapter one of the study.

The data generated through the questionnaires are presented and analyzed in tabular form in this chapter.

Data Presentation

The data in the 47 questionnaires returned by the respondents out of total number of 50 questionnaires issued out is presented in the tabular form below.

The last column of each table shows computation of the percentage occurrence of the various events.

ITEMS	NO OF QUESTIONNAIRES	PERCENTAGE
Number of questionnaires issued	50	100
Number of questionnaires returned	47	94
Un-returned questionnaires	3	6
Total	50	100

Q	RESPONSES		TOTAL
	Yes	No	
SN			
1	47	0	47
2	47	0	47
3	46	1	47
4	46	1	47
5	45	2	47
6	47	0	47
7	47	0	47
8	46	1	47
9	47	0	47
10	42	5	47
11	39	8	47

Question 1: Does human resource planning have influence on organizational goals attainment?

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
Yes	47	100
No	0	0
Total	47	100

Source: Field Survey, September 2020

Table 1 above shows that 47 respondents representing 100% said that human resource planning has impact on organizational goals attainment.

Question 2: Does human resource planning increase employee performance?

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
Yes	47	100
No	0	0
Total	47	100

Source: Field Survey, September 2020

Table 2 above shows or indicated that 47 respondents representing 100% agreed that human resource planning increase employee performance.

Question 3: Does human resource planning increase organization output?

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
Yes	46	98
No	1	2
Total	47	100

Source: Field Survey, September 2020

Table 3 indicated that 46 respondents which represent 98% confirm that human resource planning improve organizational output. 1 respondent which represent 2% said that human resource planning does not increase organizational output.

Question 4: Do you agree that human resource is the backbone of every organization?

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
Yes	46	98
No	1	2
Total	47	100

Source: Field Survey, September 2020

Table 4 above shows that 46 respondents which represent 98% belief that human resource are the backbone of every organization. While 1 respondent which represent 2% of the respondent do not agree that human resource are the backbone of every organization.

Question 5: does your organization plan for human resource recruitment?

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
Yes	45	96
No	2	4
Total	47	100

Source: Field Survey, September 2020

Table 5 above indicated that 45 respondents which represent 96% agreed that their organization plan for human resource recruitment, and 2 respondents which represent 4% of the total respondents said that there organization does not plan for human resource recruitment.

Question 6: Is there any relationship between human resource planning and organizational goal attainment?

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
Yes	47	100
No	0	0
Total	47	100

Source: Field Survey, September 2020

Table 6 above shows that 47 respondents which represent 100% agreed that great relationship exist between human resource planning and organizational goal attainment.

Question 7: Is there any relationship between human resource planning and employee performance?

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
Yes	47	100
No	0	0
Total	47	100

Source: Field Survey, September 2020

Table 7 above reveals that 47 respondents which represent 100% shows that 100% relationship exist between human resource planning and employee performance in the organization.

Question 8: Does your organization have qualified manpower or employee needed?

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
Yes	46	98
No	1	2
Total	47	100

Source: Field Survey, September 2020

Table 8 above indicated that 46 respondents which represent 98% affirm that there organization have qualified manpower or employees needed. While 1 respondent which represent 2% do not agree that their organization have the qualified manpower or employee needed.

Question 9: Does your organization have effective human resource planning?

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
Yes	47	100
No	0	0
Total	47	100

Source: Field Survey, September 2020

Table 9 above shows that 47 respondents which represent 100% agreed that their organization have effective human resource planning.

Question 10: Does your organization take inventory of their human resource or manpower?

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
Yes	42	89
No	5	11
Total	47	100

Source: Field Survey, September 2020

Table 10 above shows that 42 respondents which represent 89%, said Yes their organization take inventory of their human resource or manpower, while respondents which represent 11% said No.

Question 11: Does top management in your organization support human resource planning?

OPTIONS	NO OF RESPONDENTS	PERCENTAGE
Yes	39	83
No	8	17
Total	47	100

Source: Field Survey, September 2020

From table 11 above, 39 respondents which represent 83% agreed that top management in the organization support human resource planning in the organization. While 8 respondents which represent 17% said no that top management in the organization does not support human resource planning.

4.3 THE CHI-SQUARE METHOD

As stated earlier in chapter three of the research, the chi-square method of data analysis is used to further test the collected percentages and the hypothesis.

The chi-square method is a simple statistic and it is computed as follows:

The chi-square formula is:

$$X^2 = \sum \frac{(f_0 - f_e)^2}{f_e}$$

Where:

X^2 = chi-square

\sum = summation

f_0 = the observed frequency

f_e = the expected frequency

The number of degree of freedom for this type of test can be obtained as follows:

$$Df = mg - u$$

Where:

Df = degree of freedom

G = the number of groups components of the observed or expected frequencies of the sample

Source: field survey September 2017

To calculate the expected frequency for each cells, we multiply the total row (R) by the total column (c) for each cell and divided by the grand total G.

$$\text{The expected frequency (E)} = \frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$$

4.4 Contingency Table Using Questions 7-11

SN	YES	NO	TOTAL
7	47	0	47
8	46	1	47
9	47	0	47
20	42	5	47
11	39	8	47
Total	221	14	235

The formula below is used

$$f_e = \frac{RT \times CT}{GT}$$

Where: f_e = Expected frequencies

RT = Row total

GT = Grand total

CT = Column total

$$f_e (\text{yes}) = \frac{47 \times 221}{235} = 44.2$$

$$f_e (\text{No}) = \frac{47 \times 14}{235} = 2.8$$

Chi-square table

Fo	Fe	Fo-fe	(fo-fe) ²	$\frac{\Sigma(fo-fe)^2}{f_e}$
47	44.2	2.8	7.84	0.7737
46	44.2	1.8	3.24	0.0733
47	44.2	2.8	7.84	0.1774
42	44.2	-2.2	4.84	0.0950
39	44.2	-5.2	27.04	0.6118
0	2.8	-2.8	7.84	2.8
1	2.8	-1.8	3.24	1.1574
0	2.8	-2.8	7.84	2.8
5	2.8	2.2	4.84	1.7286
8	2.8	5.2	27.04	9.6571
				$X^2 \Sigma 19.874$

$$\text{Chi-square formula } X^2 = \frac{\Sigma(f_e - f_o)^2}{f_e}$$

$$X^2 = 19.874$$

There are five rows (r) and two columns (c) in the contingency table. To determine our degree of freedom (Df), the formula is:

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

where r = number of row = 5, E

C = number of column

$$\therefore (5-2) (2-1)$$

$$= 4 \times 1$$

$$= 4 \text{ df}$$

Our level of significance = 5% = 0.05. Checking degree (df) under 0.05 level of significance using 4df given 9.488 X^2 calculated = 19.874.

Therefore, X^2 calculated is greater than X^2 tabulated 19.874 > 9.488.

Based on the calculation and chi-square rule decision, we reject the H_0 : null hypothesis and accept the H_1 : alternative hypothesis which says human resource planning has impact on the organizational goal attainment. Therefore, human resource planning such as short term human resource planning, medium term human resource planning and long term human resource planning are encourage in the organization based on situation at hand and organization target goals and objectives.

IV. FINDINGS

This paper revealed that if an organization plan for human resources or manpower. Employee's performance, organization productivity and output will go high which will lead to organizational goals attainment. Most respondents believed that the more organization plan for human resources or manpower the more the success of the organization. Thus the organization goals attainment is heavily influenced by human resource planning.

V. CONCLUSION

The purpose of this study or research was to determine the impact of human resource planning on organizational goals attainment. In the study, various type of human resource in the organization has been discussed. Benefits or importance of human resource planning in the organization and the drawback of human resource planning are also discussed. It was discovered that human resource planning influence positively on the organizational goals attainment, it increases organizational performance efficiency, output. It also revealed to us that Grand Cereals and Oil Mills Ltd plan for human resource recruitment, human resource are backbone of Grand Cereals and all other organizations, furthermore it shows that Grand Cereals and Oil Mills Ltd take inventory of their human resource, top management support human resource, relationship exist between human resource planning and employees performance and last analysis of the data collected proof to us that there is positive relationship between human resource planning based on respondents responses.

From the data presentation, analysis, interpretation and chi-square test at 5% (0.05) level of significance, confirms that human resource planning depicting positive and great relationship exist between human resource planning and organizational goals attainment. Therefore, the researcher concluded that human resource planning has impact or influence positively or significantly on organizational goals attainment.

VI. RECOMMENDATIONS

They should always embark on effective human resource planning before recruitment. Also, they should always take inventory of their employees in order to know the human resource need before recruitment and selection. Top management should keep on supporting human resource planning. Finally, they should always hire employees based on qualification and competency not on personal relationship.

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