
Effect of Manpower Planning on Organizational Success (A Mathematical Approach)

Ogar, Godwin Wonah

Department of Business Management
University of Calabar

Okon, Unwana Ita

Department of Public Administration
University of Calabar, Calabar

Lateefah Yahaya-Idinye

Department of Business Management
University Of Calabar

Mbak, Ubong Udo-Johnson

Department of Business Management,
Ebonyi State University,-Abakaliki

ABSTRACT

The study examined manpower planning as a tool for achieving organizational success. The specific objectives were; to examine the effect of manpower policies on organizational success, to investigate whether misplacement of workers affect organization success, to examine effect of inadequate resources on organizational success. Data were sourced from primary and simple regression statistical tool was employed. The findings revealed that manpower planning has a positive effect on organizational success. The study recommended that effective policies and practices should be adopted in order to bring success in the organization. Also, recommended that management should put in place to improve the productivity of the organization.

Keywords: Manpower planning, organizational success, misplacement of workers, inadequate resource, human resource management

INTRODUCTION

In advanced and under-developed countries, active manpower policy has increasingly come to be regarded as an indispensable supplement to a policy of economic growth and that of an organization. Manpower planning is crucial, to every organization's planning process by putting the right employees, for the right jobs at the right time. In essence, it determines the manpower requirements by an organization to achieve its goals and objectives. Manpower planning requires the interaction of development managers with human resources, professionals to maintain current staff level and plans for the future workforce needs.

Manpower is a place and value for organizational productivity and success. In any organization, financial and physical resources cannot take place until manpower are organized. Manpower is a process which aims to ensure the efficient use of people. The place of manpower planning as a resource for organizational productivity and success cannot be overemphasized, organization makes manpower relevant when the organizational scheme is depended on the manner in which manpower are utilized.

The essence of manpower planning (human resource) according to Nwachukwu (2000) is to have the right people, in the right number, with the right knowledge, in the right jobs, in the right places, at the right time and at the right cost.

The efficiency and effectiveness of an organization depends, to a great extent on effective or (active) manpower planning. (Biswajeet, 2010). But it is unfortunate that many organizations suffer due to improper manpower planning. With effective manpower planning organization can be assumed of the availability of the right kind of people, in the right number, in the right place and at the right time (Igbinomwonhia, 2010). If organization fails to place capable and competent manpower in the right area of the business, at the right time and right cost, serious inefficiencies are likely to occur creating avoidable operational difficulties or even business failure. Organization with inadequate resource is likely to lack qualitative management in the area or aspect of manpower planning. The quality of management is the primary factor in determining the degree of success of an organization.(Anthon,2010).Organization cannot do without manpower, it is the human effort, mental or physical exerted in the activities of services. The problems involved in organizations are misplacement of workers. After recruitment by the human resource manager, it is expected for the manager to place an employee on the job that best suit the employee so that the organization can as well achieve its goals or objectives. In absence of functional or inadequate manpower planning programmes this will serve as impediment in the area of recruitment, selection, training as well placement(Arthur,2011). Other identified problems include manpower planning policies and practices. Policies formulated by the organization should be improved or come up with better ones that will enhance manpower planning activities so that the practices can be done effectively and efficiently. These are serious problems that can be avoided or solved if only if an organization can undertake effective human resource planning programmes.

Literature Review

In every organization. manpower planning activities can be visibly identified at three levels, these are policy level, planning level and operating level. The policy level is involved with various skill to be recruited and the method to be adopted for such recruitment exercise are formulated, at this level other decisions and activities include recommending method for generating storms and retrieving manpower information. Planning level include activities like establishing recruitment system of the organization, setting the standard criteria for selection of candidates fitting in place. While operating level is actually responsible for implementation of issue decided at the policy level through the use of systems framework. In the view of Agabi and Ogah (2010) view that manpower (human resource) planning involves forecasting the human resource needs of an economy, setting objectives that will lead to the realization of such needs, and designing strategies for the achievement of the set objectives, identifying resources needs, and defining modalities for plan implementation. Chandon (2005) posits that human resource planning involves objective and systematic assessment of identifying the available personnel to satisfy the current needs, forecasting the future demand and supply of employees, formulating staffing strategies with a view to both short range as well as long range strategic plan and continuously monitoring, evaluating and updating these needs and resources of supply. It is the process of assessing future requirements in terms of both numbers and the levels of skills and competence, formulating and implementing plans to meet those requirements(Armstrong, 2003).

Inyang and Akpama (2002) added that human resource planning is a traditional personnel function which attempts to provide adequate resources to achieve further organizational objectives. The central objective of manpower planning is therefore to help the organization to use human talent effectively for the mutual benefits of the individual and the organization. Agabi and Ogoh (2010) posit that manpower is the bulk of labour available for any particular kind of work. In a more specific term, it is the bulk of human beings with the relevant skills, energies, talents, knowledge and attitude that can be committed towards the production of goods and services (Gbosi, 2003). It can be asserted that manpower (human resource) are notions most valuable with resources without which other resources will not give rise to rapid economic growth. Considering the economic point of view, among the factors of production manpower (labour) is the most outstanding factor that should be considered so important since it co-ordinate the function every other factors (land capital and entrepreneur) to bring out a positive outcome to any organization.(Kayode,2011). This implies that organization performance or success lies or depend so much on effective manpower planning. According to Unugbro (2012) planning is the process of deciding what objectives will be pursued within a future time frame and what will be done in order to achieve those objectives. Since manpower lies or depend on planning, and planning is one of the management functions of which every other functions rotate around it. Adiele(2006) view manpower planning as a process of organizing, leading/directing, staffing and controlling manpower effort both mentally and physically by using other resources to achieve organizational success or its sets goals and objectives as well as individual goals.

Material and methods

Based on the nature of the study, the study adopted a survey design. The sample for this study is (194) using Larfage Calabar, Cross River State. Primary source of data was collected through personal interview, observation, and questionnaire. The major instrument used was a structured questionnaire which was used from the total population in Larfage Calabar, Cross River State. The study adopted simple linear regression for analysis and interpretation of data. The simple linear regression was adopted because it helps to determine the cause and effect variables. The linear regression model is given as

$$Y = a + bx$$

Where $Y = f(x)$.

Y = dependent variable

a = constant

b = Intercept

x = Independent variables

$$(a, b_1, b_2, b_3 = 0)$$

Test of hypotheses

Hypothesis one

Ho. Manpower planning policies and practices has no significant effect on organizational success of Larfage, Calabar, CRS

Test statistics is simple regression

Level of significance used is 5 percent i.e 0.05

Decision rule: Accept H_0 if the critical table value of F, t statistics is greater than the calculated value and otherwise accepts H_1 .if the calculated value is less than the

critical table value. From the Table, it is revealed that manpower planning and practices has significant effect on organizational success. It can be seen from the table that the sources of variation for regression (x) Sum of squares is 650.85 while for residual (y) was 3029.91. Their respective degrees of freedom are 1 and 194 with a corresponding mean sum of 650.85 and 15.618 respectively. F value is 41.672. The un-standardized regression coefficient for constant (manpower planning) is 10.737 while for organisational success is .422 respectively. The t-value for the predictor and criterion variable is 9.38 at .05 while the sig. value is .000 which is less than the chosen alpha. Since the significant value of .000 is less than the chosen alpha .05 significance level therefore, the null hypothesis that states “Manpower planning policies and practices has no significant effect on organizational success. Null hypothesis was not accepted and the alternate hypothesis was adopted. This implies that manpower planning policies and practices has significant effect on organizational success .

TABLE 2

Summary result of testing the significance of regression analysis for the effect of manpower planning and success

Sources of variation	Sum of squares	DF	MS	F	Sig.
Regression (x)	650.85	1	650.85	41.672	.000
Residual (y)	3029.91	194	15.618		
Total	3680.76	195			
Variable	Coefficient	Standard error	t-value	Sig.	
Manpower	10.737	1.144	9.38	.000	
Organizational success	.422				

$P < .05$ ie. *significant @.05 Critical $F=41.672$ $df=194$

Source: Researcher’s computation, 2021

Hypothesis two

Ho. Misplacement of workers does not significantly affect organizational success of Larfage, Calabar, CRS.

Test statistics is simple regression

Level of significance used is 5 percent i.e 0.05

Decision rule: Accept H_0 if the critical table value of F, T statistics is greater than the calculated value and otherwise accepts H_1 .if the calculated value is less than the critical table value. From the Table result indicated that misplacement of workers does not significantly affect manpower planning. The result of the analysis revealed the sum of squared derivation for misplacement of workers to be 582.593 (x) while for the residual (y) is 1378.279. The degree of freedom is 1 and 194 with a mean Sum of 582.59 and 7.105 respectively. The F calculated value was found to be 82.003. Similarly, the un-standardized regression slope (constant) is .400 while the regression coefficient is .771. Transformation of Beta (β) generates t-value of 14.524 with a critical t-value (sig. value) of .000. Since the significant value of .000 is less than the chosen alpha .05 level of significance, the null hypothesis which states that

misplacement of workers does not significantly affect organizational success and the alternate hypothesis was accepted meaning misplacement of workers significantly affected organizational success

TABLE 3
Summary of result testing the significance of regression analysis for the effect of misplacement of workers and organizational success

Sources of variation	Sum of squares	DF	MS	F	Sig.
Regression (x)	582.593	1	582.59	82.003	.000
Residual (y)	1378.279	194	7.105		
Total	1960.872	195			
Variable	Coefficient	Standard error	t-value	Sig.	
Manpower Success	11.205 .400	.771	14.524	.000	

*P< .05 i.e. *significant @.05 Critical F = 82.003, df =194

Source: Researcher's computation, 2021

Hypothesis three

Ho .Inadequate resources does not significantly affect organizational success of Larfage, Calabar, CRS

Test statistics is simple regression.

Level of significance used is 5 percent i.e 0.05

Decision rule: Accept H_0 if the critical table value of F, T statistics is greater than the calculated value and otherwise accepts H_1 .if the calculated value is less than the critical table value. Summary of result shows that inadequate resources does not significantly hinder success. The result of the analysis revealed the sum of squared derivation for inadequate resources to be 309.634 (x) while for the residual (y) is 1376.488. The degrees of freedom are 1 and 194 with a mean Sum of 309.634 and 7.095 respectively. The F calculated value was found to be 43.639. Similarly, the unstandardized regression slope (constant) is 13.289 and .291 for manpower planning, while the regression coefficient is .771. Transformation of Beta (β) generates t-value of 17.23 with a critical t-value (sig. value) of .000. Since the significant value of .000 is less than the chosen alpha .05 level of significance, the null hypothesis which states that "Inadequate resources does not significantly hinder manpower planning productivity was rejected and alternate hypothesis was accepted meaning Inadequate resources does significantly affect organizational success.

TABLE 3

Summary of result testing the significance of regression analysis for the effect inadequate resources and organizational success

Sources of variation	Sum of squares	DF	MS	F	Sig.
Regression (x)	309.634	1	309.634	43.639	.000
Residual (y)	1376.488	194	7.095		
Total	1686.122	195			
Variable	Coefficient	Standard error	t-value	Sig.	
Inadequate resources Success	13.289 .291	771		17.23	.000

*P< .05 i.e. *significant @.05 Critical F=43.64, df=194
Source: Researcher's computation, 2021

Summary of findings

Based on the analysis of the results, the following findings were made;

1. Manpower planning policies and practices have significant effect on organization success.
2. Misplacement of workers significantly affected organizational success .
3. Inadequate resources significantly affected organizational success

Conclusion/Recommendations

This study portrays manpower planning as a tool for achieving organization success. Manpower planning is crucial to every organization planning process by putting the right employees, for the right jobs at the right time. The efficiency and effectiveness of an organization depends, to a great extent on effective or (active) manpower planning. Manpower planning or human resource planning is a traditional personal function, which attempt to provide adequate resource to achieve future organizational objectives. The following recommendations are proffered in line with the findings of this study;

1. Effective policies and practices should be adopted that will improve or lead to success of organization.
2. Workers should be placed in the right place and job in order to improve the productivity of the organization.
3. Human resources and financial resources should be made available at all time.

REFERENCES

- Adiele, E. E. (2006). *Human resource planning and management for teachers development in Nigeria: The case of minimum qualification for lecturer in Colleges of Education*. In J. M. Ebong and J. Ezekiel-Hart (Eds). *Contemporary issues in Education*, Port-Harcourt Eagle Lithograph.
- Agabi, C. O. & Ogah, J. I. (2010). Education and human resource planning in Nigeria. The case of national manpower board (NMB). *International Journal of*

Scientific Research in Education, 3(3), 152-65. Retrieved (24/07/2013) from <http://www.ijre.com>.

- Anton, A. M. (2010). *Personnel management* (5th Ed). New-Delhi-Ludhiana: Kalyari Published.
- Armstrong, M. (2003). *Human Resource management practice* (8th Ed.). London: Kogan Page.
- Arthur, D. (2011). *Managing human resource in small and mid-sized companies* (6th Ed). New York: Amacom.
- Biswajet, P. (2010). *Human resource management*. (2nd Ed). New Delhi: PHL Learning Private Limited.
- Chandan, J. S. (2005). *Management Theory and Practice* (3rd Ed.). New Delhi. Vikos Publishing House PVT Ltd.
- Gbosi, A. N. (2003). *Economic of human resource development*. Choba, Nigeria: Emiham Printing and Publishing Co.
- Inyang, B. J. & Akpama, A. M. (2002). *Personnel management practice in Nigeria*. Calabar: Merb Business Center.
- Igbinomwanhia, O. R. (2010). *Human resource management*. Benin City: Broadgate Publishers.
- Kayode, R. A. (2011). *Management: theory and practices*. Ibadan: Jeje Publishers.
- Nwachukwu, C. C. (2000). *Human resource management*. Port Harcourt. University of Port Harcourt Press Ltd.
- Unugbro, A. O. (2012). Planning In B. A. Agbonitoh, A. B. Agbadudu & F. I. O. lyayi (Eds). *Management: A Nigeria perspective (revised Edition)*. Lagos: Malthouse Press Limited.