

Human Resource and Value Creation in Juhel Pharmaceutical Manufacturing Plant in Anambra State, Nigeria

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Abstract

The study ascertained the effect of human resource on value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State. Specifically, the study sought to: determine the extent Talent Development affected value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State, and evaluate the effect of employee promotion on value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State. The population for this study includes the entire management and employee of juhel pharmaceutical manufacturing plant Awka Anambra state. A sample size of 184, staffs in juhel pharmaceutical manufacturing plant Awka, Anambra state, was used. Data were generated from the questionnaires administered from the respondents. Regression analysis was employed to test the hypotheses. The study shows that that talent development and employee promotion has a significant effect on value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State.

Key words: *Human Resource Planning, Talent Development and Employee Promotion*

Introduction

In the contemporary complex, dynamic and competitive environment full of uncertainty, the creation of value for individuals, organizations and society as a whole are being faced with ever-increasing challenges (Stefan, Aleksandar & Sanja, 2023). Strategic management is the central cogwheel in the value creation process transforming the organization's resources and relationships (inputs) into results (outputs), which create value for all interested parties (buyers, investors, employees, suppliers, society).

According to Gordon (1991), organizations are based on assumptions about customers, rivals, and society based on the industry. These presumptions then serve as the foundation for the strategies, structures, and procedures necessary for the organization's survival. Dastmalchian et al. (2000) reported that the organizational cultures of companies operating in the manufacturing, banking, commerce, catering, communications, utilities, health, and social services sectors differ significantly. Businesses should carefully craft their human resource management strategies to establish a reputation that will make attracting and keeping great employees easier. In the "talent war," firms fiercely fight to woo "stars," or people with high productivity and non-proportional

performance, while also being willing to pay them more than rivals for their services (Terry et al., 2023).

In order to achieve sustainable competitive advantage, many organizations base their operations on digital technologies, all with the aim to support them in the implementation of practical campaigns and making achievements (Okorie et al., 2023). Hadijah (2022) indicates that the challenges of the time and a lack of gifted individuals force organizations to develop and implement efficient human resource management methods so as to attract the individuals who are more superior than their competitors, simultaneously believing that they will be able to create a superior organization in that way. Organizational managers make decisions on the allocation of financial, physical, human, technological, organizational and other resource categories. Because resources are scarce, they represent a loss of opportunity for the organization. They can only be allocated to one activity at a time, depriving other activities of the same resource (Levinthal & Wu, 2010). Morrow et al. (2007) especially emphasize the fact that the manner in which resources are allocated by managers has an influence in the organization's performances. The organizational ability to successfully do business and survive on a market is a unique characteristic of each organization ensured by its highly engaged and quality employees (Stefan, et al 2023).

For the organizations to create value for all interested parties, they have to successfully use their competitive advantages. To successfully create strategies and use competitive advantages the best they can, there is the need increasingly being imposed on organizations for running international business operations, making ethical decisions and recognizing how critical their consumers are (Hitt et al., 2011). Value creation in an organization is implicative of respecting the principles of cooperation, coordination, communication, and knowledge transfer, thanks to which organizations may improve the ability to generate value for interested parties. By giving priority to value creation, organizations position themselves for a long-term success and sustainable growth and development in a dynamic business environment. Managers' aim in managing organizational resources should be an increase in the market value of the organization.

Anya, Umoh, and Worlu (2017) investigated the relationship between human resource planning and organizational performance in oil and gas firms in Port Harcourt. Their finding revealed that human resource planning has a positive significant relationship with organizational performance and moderated by organizational structure. Anya (2017) analyzed the influence of human resource planning on organizational performance of oil and gas firms in Port Harcourt. The Spearman rank order correlation was employed in testing the relationship between the two variables. The findings revealed that there is a significant relationship between human resource planning and organizational performance and that the relationship between the variables is moderated by organizational structure. Eketu and Edeh (2017) examined the relationship between human resource planning and organizational sustainability of selected telecommunication firms in Rivers State using a simple random sampling technique.

Most of the related studies on human resource planning and value creation were conducted in different countries more especially in foreign countries. This observed dearth of research on human resource planning and value creation. Besides most of the study in Nigeria focused on financial performance other than value creation, this creates a variable gap as well a geographical

gap. Hence, this present study try to fill this gap via was conducting a research on human resource planning on value creation in Juhel Pharmaceutical companies Awka, Anambra State.

The main objective of the study is to assess the effect of human resource on value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State.

Specifically, the study sought to:

1. Determine the extent Talent Development affected value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State.
2. Evaluate the effect of employee promotion on value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State.

Conceptual Review

Human resource planning

Human resource planning can be viewed from micro and macro perspectives. Micro planning refers to the provision of the right number and caliber of people for the accomplishment of the organization. It involves all the dynamics of ensuring that an organization is adequately staffed for smooth operations. On the other hand, macro planning involves the labour force of a nation or state and how it can be productively used. Human resource planning is a core human resource management process that seeks to prepare organizations for their current and future workforce needs by ensuring the right people are in the right place at the right time (Jacobson, 2010). Human resource planning can be used to achieve organizational objectives by understanding and planning for people needs in the short, medium and long-term (Colley & Price, 2010).

Human Resource Planning can be defined as a strategic process injected into the human resource management system which is geared toward the acquisition, utilization, motivation and improvement of the organization's human resources. The activities involved in acquisition are recruitment and selection practices. Utilization itself is the actual deployment of a person to a particular task, department, field and so on. To improve the organization's human resources, training and/or development is at the forefront and consequently used as veritable instrument. Pay and rewards are basically for motivation and preservation of the existing employees. On the epistemological continuum, human resource planning aligns itself with a purposive, conscious, analytical, explicit, aggregate, futuristic, dynamic, qualitative and quantitative plan with respect to manpower acquisition, utilization and training. These distinctive marks show that human resource planning is forward looking as it takes into account the future. In this lens, human resource planning is appropriately a thinking activity. Also, one could see that HRP stems from the need for skills that are in most cases in limited supply and the apparent complexity of the expertise required. Thus, human resource planning is change driven (Chioke, 2013).

The above roadmap duly brought to the limelight the important role of human resource planners in a formal organization. Vineeth (2019) saw human resources planning as "the process through which management determines how the organization should move from a current manpower arrangement to a more desired arrangement." Another definition of human resource planning proposed by Reilly (1996) is that it is: "a process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and sources of the supply which will be required to meet that demand." It is important that to "Recognizing the skills and understanding obligation to clearly identify workforce needs and attract and retain an effective workforce for an organization HRP is extremely fundamental. Understanding how recruitment and selection fits

into the more extensive hierarchical structure, procedures, and objectives of the firm and how this capacity is identified with alternate elements of HRP is the obligation of firm's HR planners of the association. Guaranteeing that the correct faculty is in the correct activity at the perfect time usually has been occupation of HRP (Lyimo, 2018)."

Validated dimensions of human resource planning include forecasting manpower demand and strategic action (Anya, Umoh and Worlu, 2017); adequate funding, individual competence, age of prospective applicants, cultural background of the applicants (Eketu and Edeh, 2017); compare supply against predicted demand and future manpower (Helavalada and Julius, 2017); recruitment, training and development, employee retention, succession planning (Mbiu and Nzulwa, 2018). Based on the above determinants of human resource planning, this study adopted Eketu and Edeh's (2017) HRP determinants which are adequate funding, individual competence, age, and cultural background. This is because; funding, competence, age, and cultural background of every applicant or human resource are very significant to the survival of every organization.

Talent Development

A comprehensive plan deals with all aspects of forecasting requirements, training and development programs, recruitment, replacement and succession plans for the organization as a whole. The specific plans may deal with a limited aspect or problem (Prasad, Lallan & Gulshan, 2011).

This involves training and development of human capital to unleash their talent. Whereas *Training* should specifically include determining those to attend the programme, facilitators, and programme design and management (Ulrich & Brochbank, 2005); its coverage (Yahiaoui *et al.*, 2015), delivery, and measurement of its impact on the participants (de Waal & Counet, 2009) remain unsatisfactory. Quite often, training in most public-sector organizations is merely routinely undertaken as a formality to meet budgetary and accountability requirements instead of addressing specific skills and behavioral gaps for value creation (Beattie & Smith, 2010). This is more common in Local Governments where capacity building is a required component of development planning.

Nurturing employee competencies through opportunities to learn from experience using for example job-rotation, mentoring and coaching, outside experience, personal development plan and temporary assignments (Kazlauskaite & Buciuniene, 2008) remain limited. New assignments, sponsored international postings, functional rotations, community services, sabbaticals, and fellowships develop new ideas and perspectives, leadership skills, and networks (Ulrich & Brochbank, 2005). Paradoxically, these practices are little supported by public-sector structures, policies, resources and management (Abdul-Kahar, 2020; Ahenkan *et al.*, 2018). In addition, personal development plans are given limited attention by both employees and managers. For example, attendance of conferences is hindered by limited resources and selective recommendations as mainly a few top executives preferably participate (Seperia, et al 2022).

Employee Promotion

Promotion of employees by elevating them to higher positions in an organization is important in communicating to all stakeholders the importance of such human talent, and recognizing their behaviours and contribution (Ulrich & Brochbank, 2005). The challenge, however, remains in the generally inadequate vacancies and unclearly established job criteria and requirements upon which candidates' potential ought to be evaluated and new and existing jobholders get supported

within Uganda's public service. Likewise, it is not clear how job criteria translate strategy into job specific expected deliverables and acceptable standards upon which candidates are assessed (Boudreau, 2010). Open and detailed discussion of critical areas of performance in order to build employee confidence, and identification and support to those that are ready for promotion (Murphy, 2020), are rarely considered. Besides, employee promotions in Uganda's public sector are not realistically based on capacity to grow into the job and the willingness to learn and take on new challenges, but on seniority, experience, performance at promotional interviews (Uganda, 2021) and to some degree, social networks as demonstrated by the notion of 'sons of the soil' (Kakumba & Fennell, 2014).

Value Creating Human Resource Practices

Transformation of Human Resource practices has been touted (Yahiaoui *et al.*, 2015) for revitalizing performance by ensuring effective delivery of tangibles and intangibles to different stakeholders including employers, employees, politicians and the public (Aughton, 2005). Subsequently, HR value-creating practices of people, performance, information, and work, are important towards adding and delivering value to different stakeholders in the organization, thereby enhancing operational performance through achievement of set goals.

This Human Resource transformative criterion focuses on revitalizing or adapting the HR practices dealing with the movement of people as key assets, into, laterally, vertically and out of an organization. It deals with talent management for the accomplishment of an organization's goals and strategy (Foster, 2004) since organizations with better talent become more successful than those with less. As a matter of emphasis, talent comes from people flow into an organization; through their entry process, skills development, and movement within and out. This therefore not only focuses on an organization's ability to attract, identify, obtain and retain the most competitive, but also to identify and weed out the nonessential and unwanted human resources (Ulrich & Brochbank, 2005).

The influence of different value creation factors, organizational competitive advantages and their influence on human capital in organizations is the subject matter of numerous research studies (Ek Nath & Janardhan, 2020; Sulistyarningsih, 2022). Saha and Gregar (2012) carry out a study on the reason why, in the globalization era, human resources are perceived as a source of competitive advantage, and they conclude that an organization acquires competitive advantage through its effective and efficient use of human capital.

Empirical review

Stefan, et al (2023) determined whether the level of the factors for creating the value of the organization and the level of the competitive advantage of the organization actually affect or do not affect the level of human capital in the organization. Based on the research conducted in the paper, it can be concluded that the level of human capital in the organization increases simultaneously with the increasing of the level of the factors for creating the value of the organization and the level of the competitive advantage of the organization. Seperia, *et al* (2022) ascertained the application of human resource (HR) value creating practices and their effect on operational performance in the public sector, with reference to Uganda. Performance remains a challenge in developing countries like Uganda. Moreover, the capability of HR practices to deliver value is little examined. Using traditional narrative literature review, it is established that HR value creating practices are minimally applied in the public sector of Uganda. Transformative people-management approaches are required by putting stakeholders especially

employees, in line of sight if HR practices are to create value and foster operational performance. Mwangi and Wanyama (2021) examined the impact of human resource planning on organizational performance of Deloitte Kenya, using descriptive survey design. Data collection was carried out using structured questionnaires. Descriptive statistics such as mean scores, standard deviation, frequency and percentages and inferential statistics including Pearson correlation and regression were used to analyze the data. Statistical Package for Social Sciences (SPSS version 20) software was used to generate the results. The results were then be presented using tables and figures. The findings indicate that there is a positive and significant correlation between human resource planning and organizational performance as supported by $r = .704^{**}$, and $P = .000$. Edeh and Dialoke (2020) determined the effect of human resource planning on financial performance of selected hotels in Nigeria. It is a cross-sectional survey research. A self-developed close-ended questionnaire was used to collect data from managers, supervisors, and front desk officers working in 15 selected hotels operating in Ebonyi state, Nigeria. Descriptive statistics were used to analyze participants' demographic characteristics while regression was used to analyze the hypotheses. The study found that human resource planning dimensions, namely, adequate funding, competence, age, and cultural background have a positive significant effect on organizational performance. The HR managers must focus on the financial capability of the firm as well as the age, competence, and cultural orientation of the prospective employees while making the HR planning. Chioke and Mbamalu (2020) ascertained how human resource planning affects the nation's organizational performance. Using secondary sources of data, and thus relayed a dialectical correlation between human resource planning and organizational performance. As its concluding remark, the paper added that, human resource planning is a key factor for optimum organizational performance, growth and sustainable development of any formal organization and the nation at large. Janes (2018) evaluated the significance of human resource planning to the organization by reviewing different literature on human resource planning. This paper reviews the literature relating to human resource planning and it focuses on the objectives of human resource planning, the process of human resource planning and importance of human resource planning to the organization, The findings depicts that there is a significant relationship between human resource planning and organizational manpower requirements and between human resource planning and organizational performance. Anya, Umoh, and Worlu (2017) examined the relationship between human resource planning and organizational performance in oil and gas firms in Port Harcourt. Their finding revealed that human resource planning has a positive significant relationship with organizational performance and moderated by organizational structure. Mkandatsama and Nyanhete (2017) investigated human resource planning in Zimbabwe's unstable economy using state universities in Zimbabwe as a case study. The finding of their study revealed that human resource planning in Zimbabwe's state universities is hindered by a lack of financial resources which is caused by an unstable economy. Maina and Kwasira (2015) analyzed the role of human resource planning practices on performance of Kenya's County governments' employees. The study was conducted amongst employees of Nakuru County government attached to the County's headquarters in Nakuru town, Kenya. A descriptive research design was employed. The findings established that employee attraction and retention positively and moderately affect employee performance. It was recommended that County governments should offer their employees competitive remuneration terms and should also plan well for their future human resource needs. However, the study did

not focus on audit firms, thus the need for the current research. Rohollah and SeidMehdi (2015) investigated the effect of human resource planning on the quality of services of Melli Bank using a mediating variable of employees' service behaviors from 352 bank employees and 384 customers. The results of their study revealed that there is a significant relationship between human resource planning and the quality of services with service behaviors. Afzal *et al.* (2013) examined the effect of human resource planning on the organizational performance. The focus was on the key aspects of formal human resource planning that contributes towards performance in the telecom sector. Both interview guides and questionnaires were applied in data collection. The findings revealed that human resource planning measures; selection, training, and incentives and organizational performance measures; job satisfaction, efficiency, employee motivation and technology have a positive and significant relationship. However, the reviewed study focused on telecom firms whereas the present study focuses on audit firms.

Methodology

The study used a survey research design was adopted for the study. This research design was used because the researcher is interested in gathering information about the variables, and based on this purpose it used questionnaire to eliciting data directly from the object of study.

Based on the above, the population for this study includes; the entire management and employee of juhel pharmaceutical manufacturing plant Awka Anambra state. And information made available to the researcher from the administrative unit of the company showed that the company has a workforce of 340 employees.

The sample size for the study is 184 was used out of the population of 340 comprising of all the staffs in juhel pharmaceutical manufacturing plant Awka Anambra state, using Tara Yamene formula

Method of Data Collection

The method of data collection for this study was a structured questionnaire which was divided into two sections, namely; section A and section B. The section A part of the questionnaire comprises the personal data of the respondents. While section B comprises questions that are related to the research questions of the study. The relevant data were collected through the use of five-point Likert scale questionnaire which include; Strongly Agreed (5 points), Agreed (4 points), Undecided (3 points), Disagreed (2 points), and Strongly Disagreed (1 point). The researcher also embarked on hand delivery and collection of copies of questionnaire to ensure that the questionnaire administered were collected.

Model Specification

The model (Linear Regression) adopted in this study is stated in a general form as

$$Y = f(X_i),$$

Where

Y = Value Creation (VCT),

X = Human resource planning measured by Restructuring (RST), Talent development (TDV), and Employee promotion (EPP)

I = Number of X ranging from one (1) to two (2).

In a functional form, it is expressed as:

VCT = F (RST, TDV, and EPP) Deriving regression equation from the functional form we have:

$$VCT = \beta_0 + \beta_1TDV_2 + et$$

$$VCT = \beta_0 + \beta_2EPP_2 + et$$

Where:

VCT = Value creation measured by employee productivity.

TDV = Talent development

EPP = Employee promotion

β_0 = a constant

β_1, β_2 = estimated coefficients of the independent variables

et = error term

Method of Data Analysis

In this research, the data generated were analyzed and Hypotheses were tested using Regression analysis on Statistical packages at 5% level of significance. It was used to establish the degree of relationship between all the stated dependent and independent variables.

Decision Rule:

Accept the Alternate hypothesis (H_a) if $calP$ -value is less than 0.05 (P -value < 0.05); otherwise accept the Null hypothesis (H_o).

Data Presentation and Analysis

Questionnaire distribution and returns

One hundred and eighty four questionnaires were distributed and one hundred and sixty one was completed and returned, this represents 88%.

Table 1: The summary of data collected from the respondents for question one

	Talent development					
1	There are strategy that deals with all aspects of forecasting requirements, training and development programs.	60	68	0	33	0
2	Strategy encompasses training and development of human capital to unleash their talent.	38	102	0	20	1
3	Fostering employee competencies through opportunities to learn from experience using mentoring and coaching	51	92	0	18	0
4	Quite often, training is merely routinely undertaken as a formality to meet budgetary and accountability requirements	40	84	0	37	0
5	Personal development plans are given limited attention by both employees and managers	45	86	0	30	0
	Employee promotion					
6	Elevating workers to higher positions in organization is important to all stakeholders for human talent	52	75	2	32	0
7	Employee promotions in different firms are not realistically based on capacity to grow into the job and the willingness to learn.	48	97	0	15	1
8	There is a room for details discussion of critical areas of performance to build employee confidence	52	89	0	20	0

9	There is a room for recognizing employee behaviours and contributions via compensation	40	83	0	36	2
10	Management often rely on seniority for promotion	47	84	0	30	0

Table 2: The summary of data collected from the respondents for question two

S/N	Value Creation	SA	A	Un	D	SD
12	Human resource value-creating practices of people, performance are essential towards adding and delivering value to different stakeholders	46	94	3	18	0
13	Organization acquires competitive advantage through its effective and efficient use of human capital.	39	88	0	34	0
14	Managers deals with talent management for the accomplishment of an organization's goals and strategy	35	105	0	21	0
15	Organizational values reflect individuals' or groups' beliefs and understanding of the organization's assets and goals	50	90	2	19	0
16	Value creation mainly from the point of view of the value added that people offer organizations	44	80	0	37	0

Source: Field Survey, 2024

Test of Hypotheses

Hypothesis One

H_{01} : Talent development has no significant effect on value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State.

Table 3; Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.996 ^a	.992	.989	19.72632

a. Predictors: (Constant), TDV

In table 3, a regression analysis was conducted to test the talent development and value creation. Adjusted R squared is coefficient of determination which provides the distinction in the dependent variable due to changes in the independent variable. From the findings in the table 3, the value of adjusted R squared shows a value of 0.99, showing that there was variation of 99% on value creation due to changes in talent development. This implies that only 99% changes in value creation could be accounted for by talent development. 1% of the change was captured by the variable not included in the model.

Table 4.: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	141300.617	1	141300.617	363.121	.000 ^b
	Residual	1167.383	3	389.128		
	Total	142468.000	4			

- a. Dependent Variable: VCT
 b. Predictors: (Constant), TDV

Table 5; Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.893	12.505		-.631	.573
	DFW	1.049	.055	.996	19.056	.000

- a. Dependent Variable: VCT

Table 4 reveals that the p-value is 0.000 shows that the hypothesis is statistically significant at level of significance (5%); hence p-value of the test statistic is less than alpha value ($0.000 < 0.05$).

In table 5, the regressed result shows that an evaluation of the talent development of the explanatory variable shows positive statistically significant, hence coefficient value = 0,996 and t-statistics is =19.056, showing that talent development is positively statistically significant on value creation at 5% level of significance.

Decision:

Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypotheses and uphold alternative hypothesis which state that talent development has significant effect on value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State.

Hypothesis Two

Ho₂: Employee promotion has not significantly affect value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.994 ^a	.989	.985	22.92664

- a. Predictors: (Constant), EPP

In table 6, a regression analysis was conducted to test the employee promotion and value creation. Adjusted R squared is coefficient of determination which provides the distinction in the dependent variable due to changes in the independent variable. From the findings in the table 6, the value of adjusted R squared shows a value of 0.99, showing that there was variation of 99% on value creation due to changes in employee promotion. 1% of the change was captured by the variable not included in the model.

Table 7; ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	139817.107	1	139817.107	265.999	.001 ^b
	Residual	1576.893	3	525.631		
	Total	141394.000	4			

- a. Dependent Variable: EPP
 b. Predictors: (Constant), VCT

Table 8; Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-10.910	14.705		-.742	.512
	WKA	1.068	.065	.994	16.309	.001

a. Dependent Variable: EPP

Table 7 reveals that the p-value is 0.000 shows that the hypothesis is statistically significant at level of significance (5%); hence p-value of the test statistic is less than alpha value ($0.000 < 0.05$).

In table 8, the regressed result shows that an evaluation of the employee promotion of the explanatory variable shows positive statistically significant, hence coefficient value = 0,996 and t-statistics is =19.056, showing that employee promotion is positively and statistically significant on value creation at 5% level of significance.

Since p-value of the test statistic is less or equal to alpha, we therefore, reject null hypotheses and uphold alternative hypothesis which state that employee promotion has a significant effect on value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State.

Discussion of Findings

From the analysis of data and hypotheses results, hypothesis one indicates that talent development has significant effect on value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State. Hypothesis two shows that employee promotion has a significant effect on value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State. These results are in agreement with Stefan, Aleksandar and Sanja (2023) concluded that the level of human capital in the organization increases simultaneously with the increasing of the level of the factors for creating the value of the organization and the level of the competitive advantage of the organization. Seperia, *et al* (2022) reported that Human Resource practices in the public sector can through strategic flexibility and transformation be adapted to improve performance. Chioke and Mbamalu (2020) added that, human resource planning is a key factor for optimum organizational performance, growth and sustainable development of any formal organization and the nation at large. Janes (2018) found that there is a significant relationship between human resource planning and organizational manpower requirements and between human resource planning and organizational performance.

Conclusion

The population for this study includes the entire management and employee of juhel pharmaceutical manufacturing plant Awka Anambra state. A sample size of 184, staffs in juhel pharmaceutical manufacturing plant Awka, Anambra state, was used. Data were generated from the questionnaires administered from the respondents. Regression analysis was employed to test the hypotheses. The study shows that that talent development and

employee promotion have a significant effect on value creation in Juhel Pharmaceutical Manufacturing Plant in Awka, Anambra State.

Based on this, it is vividly that the importance of human resource planning in the organization cannot be overlooked as the heart of organization rests on effective human resource planning. It can be seen that, as the level of the factors for creating the value of the organization and the level of the competitive advantage of the organization increases, the level of human capital in the organization increases as well. This study therefore concludes that human resource planning has a significant effect on value creation in manufacturing firms in Anambra state.

Based on the findings, the researcher recommended the followings;

- i. Nurturing employee competencies through opportunities to learn from experience using for example job-rotation, mentoring and coaching, outside experience, personal development plan and temporary assignments remain limited.
- ii. The challenge, however, remains in the generally inadequate vacancies and unclearly established job criteria and requirements upon which candidates' potential ought to be evaluated and new and existing jobholders get supported within

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