

MANPOWER PLANNING AND DEVELOPMENT AS AN EFFECTIVE TOOL FOR ACHIEVING ORGANIZATIONAL GOALS

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ABSTRACT

As a case study, this research examines how workforce planning and development help the company meet its initial objectives. The absence of administrative oversight in the implementation of the overall approved programmes is a major issue in this study. We want to make sure that managers have enough time and resources to get the information they need after determining the organization's manpower planning resources. According to the findings of this study, adequate financing is needed for fieldwork, and the previous manpower plan can serve as a guide for the construction of a new manpower plan. The results of a questionnaire have shown that manpower planning has an impact on the success of organisational goals and objectives. The descriptive study approach allowed for data analysis and interpretation. Research methods included in-depth interviews, casual observations, and surveys. According to the conclusions of this study, management should use their previous manpower strategy as a point of contact while planning for a new plan in order to minimise mistakes.

1.0 INTRODUCTION:

1.1 BACKGROUND OF THE STUDY:

The first and most important step in human resource management is the establishment of management's most critical task. A company's manpower planning is generally considered its most essential resource since it allows other resources (material and financial) to be mobilised in order to satisfy the demands of the human workforce.

The quality and amount of a country's resources, as well as the status of technology and the efficient use of those resources in the production and consumption processes, all influence its economic development.

Human resource management programmes that don't take the organization's objectives into account are a major concern in most firms today.

Management's first and most critical task is planning. The goal is to foresee and plan for the future. The planning process goes beyond the declared goals of an organisation. It has to do with the

the creation of the strategies and methods necessary for the successful execution of the complete strategy.

Management in any company faces a huge challenge when it comes to finding the best way to match employees with tasks. "Manpower planning" is the term used to describe management's efforts to ensure mission.

The term "manpower planning" has been defined in a variety of ways. Manpower planning, according to Malthus and Jackson (1992), is the process of examining and determining the availability of human

When it comes to manpower planning, a critical examination of supply, demand, surplus, shortage, wastage, and utilisation of human resources must be conducted by Ogunniyi (1992).

It is essential for any company to have a recruitment strategy in place because of this. If you don't have it, you won't know how many people you need to hire.

Manpower development and planning contribute to the measurement of the following:

- (a) Number of employees

- (b) The level of experience each must possess
- (c) Their salary scale
- (d) The best way to utilize them in an activity which practice increase

skills.

In 1997, Star Paper Mill Ltd was formed as a paper-related business. When it was first established, the company had three factories, all of which were located in Nigeria. The company now has three factories, all of which are located in Nigeria. In addition,

Aba is home to the world's largest school supply factory, which produces a wide variety of school supplies, including exercise books and notebooks. Installed capacity is of the following range:

Annually, 25,000 metric tonnes of envelopes of various sizes and colours are produced. Typing sheets, duplicate papers, and full-cap files are all available. About 75% of the cement has been used up to this point.

When the second factory was built in 1984, it had a daily capacity of 10 million kilogrammes (25 million pounds) of tissues paper in jumbo rolls. The Owerinta facility currently has a daily capacity of 60 metric tonnes of tissue paper thanks to a new paper machine constructed in 1992. The majority of the plant's volume and naira value in locally sourced materials come from waste paper and paper offcuts. Large reels are employed in the production of more than 140 million toilet rolls and paper napkins each year by this company. As a result, the company is now the nation's leading manufacturer and distributor of toilet paper and tissue products. We've taken on the "every woman" brand of sanitary towels, which was just commissioned by this hospital.

2.0 LITERATURE REVIEW:

2.1 INTRODUCTION:

As a case study, this study examines the impact of human resources planning and development on an organization's ability to achieve its objectives. The findings of these researches and studies serve as a foundation for future examination and the eventual development of already-existing ideas, particularly in the areas of human resource planning and development and organisational goals.

It is in this chapter that the researcher will focus on a review of relevant literature and diverse studies relating to human resource planning and development.

2.2 THEORETICAL REVIEW:

It is possible to use the term "theoretical review" to describe a preset course of action in relation to manpower planning and development, but doing so does not provide an organisation with a clear understanding of what the term means in reality. However, manpower planning and development, as a process that begins with Steiner (1969), begins with

Objectives are defined; strategies are defined; policies are established; and a thorough plan to achieve them is established that develops an organisation to implement decisions.

When it comes to planning and developing a company's human resources, a decision must be made from a variety of possible future outcomes. The rationality of manpower planning and development thus provides a solution to the arguments raised.

Human resource management can be defined by Berneth (1996) as the methodical and purposeful process of determining how to best utilise an organization's human resources in order to achieve the organization's goals and fulfil its mission. The idea of manpower planning and development is to anticipate and prepare for the future.

It is vital for managers to prepare for continuous manpower planning in order to detect opportunities and hazards to the programme in advance of its implementation. In the great majority of circumstances, success or failure is determined by an access.

Workforce planning and development, on the other hand, helps to anticipate future events and their likely results. The ability to plan for or mitigate the negative effects of future uncertainty is provided by this capability. Risk exposure in company operations can be minimised by focusing on and prioritising objectives, as well as the future actions required to attain them.

The ability of a company's management and administration to plan and increase its staff is critical to its success or failure. An organization's goals are rarely achieved without the preparation and development of its staff. Managers that are effective do not and cannot rely on fate or an oracle when it comes to personnel planning and development. Human resource planning and growth necessitates enough resources for each individual or organisation to be successful in business.

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Identifying possible problems and possibilities before a programme is implemented requires a proactive approach to personnel planning. In most cases, a person's ability to adapt to new information and shifting external circumstances determines whether or not a strategy will be a success. Thus,

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3.0 RESEARCH METHODOLOGY:

Design and methods are discussed in detail in this chapter. Research questions and hypotheses can be tested using the methods provided in this chapter.

THE RESEARCH CONCEPT:

Using a descriptive technique, the researcher gathers and analyses data that were utilised to explain why this research was necessary.

For this study, the survey method was utilised to help the researcher collect data through questionnaires, which are primarily used for fieldwork.

WHERE THE STUDY IS DONE:

This study examines how Star Paper Mill Ltd Aba uses workforce planning and development as a strategic instrument to meet its goals. Other businesses in Aba are not included in the scope.

This study has a population of 3.3.

Everyone who works at Staff Paper Mill Ltd in Aba is included in this study. Workers at the company make up the entire population, which stands at one hundred. Two employees work in the warehouse and eighty work in the production department.

Sampling Techniques and Sampling Methods:

We choose a random number generator. This form of sampling ensures that every single person in the population has a fair chance of being included in the selection process. We can get a genuine and

dependable response this way. Because of the small sample size and lack of bias in the data, this method is ideal for ensuring accuracy. It is also doable, affordable, and handy.

There are a total of a hundred workers in the research population, so the sample size is 100%. This is based on the company in question, which includes employees from the following departments: departments of management in the aforementioned company's bookkeeping, administration, marketing, and production.

Production	14	20
Total	70	100

Source: Field survey 2012.

Figures from table 4.3 show that 25.7% of respondents work in the administrative division, while 21.4% are in marketing, with a second-place finish of 20 percent, followed by manufacturing at 18% and the warehouse at 18.3%.

Table 4.4: Educational Qualification of Respondents

Options	Respondents	Percentage (%)
G.C.E	13	19
F.S.L.C	7	10
HND/B.Sc	20	29
Masters and above	30	43
Total	70	100

Source: Field survey, 2012.

Table 4.4 shows that 30 people have masters degrees and above, 20 people have HND/B.Sc degrees, 13 people have G.C.E. degrees, and seven people have F.S.L.C. degrees (10 percent). For the purposes of this survey, it was determined that the majority of respondents had a masters degree.

Table 4.5: Age Distribution of Respondents

Options	Respondents	Percentage (%)
17 -22	5	7
23 -27	10	14
28 -32	25	36
33 and above	30	43
Total	70	100

Source: Field survey 2012.

Table 4.5 shows that 7% of the respondents are between the ages of 17 and 22, 14% are between the ages of 23 and 27, 36% are between the ages of 28 and 32, and 43% are between the ages of 33 and over, with 5 respondents representing each of these age groups. This indicates that the majority of the people who participated in this study were over the age of 33.

SECTION B: RESEARCH QUESTIONS

Table 4.6 Research question 1

In which of these categories does your business fall into?

Table 4.6:

Options	Respondents	Percentage (%)
Commercial	40	57
Manufacturing	20	29
Service	10	14
Total	70	100

Source: Field survey 2012.

More than half of the people who answered question 1 are in the commercial department, with the rest in the manufacturing or service departments. This indicates that the vast majority of respondents were from the commercial division.

1	3.21	-2.21	4.88	1.52
5	4.29	0.71	0.50	0.12
8	6.43	1.57	2.46	0.38
2	2	0	0	0
10	6	4	16	2.67
12	8	4	16	2
4	12	-8	64	5.33
0	0.36	-0.36	0.13	0.36
1	1.07	-0.07	0.005	0.005
1	1.43	-0.43	0.18	0.13
3	2.14	0.86	0.74	0.35
				19.82

$$X^2_{cal} = 19.82$$

$$\text{Degree of freedom} = (r - 1) (c - 1) = (4 - 1) (4 - 1)$$

$$X^2_{tab} \text{ using } 0.05 \text{ of confidence} = 16.919.$$

Decision rule: Reject H_0 if $X^2 > X^2_{Tab}$

Conclusion: since X^2_{cal} , 19.82 is greater than X^2_{tab} 16.919. We then reject null hypothesis; H_0 and accept alternative hypothesis, H_1 and therefore conclude that adequate finance is needed in preparing for effective manpower planning and development.

5.0 SUMMARY CONCLUSION AND RECOMMENDATION

However, in spite of the growing attention on effective personnel planning and development, many organisations encounter greater hurdles than previously expected in preparing for such a strategy. All of the issues have been put out in detail for your consideration.

The amount of material, time, and money being wasted by the organisation has increased. Every function was connected with all associated operations, which resulted in gaps and duplications of labour in the organization's overall performance. Those in charge of making the day-to-day executive choices were left in the dark about how to be guided and coordinated. Administrative controls were put in place to ensure that the anticipated outcome was achieved in accordance with the approved objectives, plans, and programmes.

5.1 SUMMARY

The researcher's presentation of the findings was based on the data and expertise gleaned from the From internal surveys and interviews, she learned that fieldwork requires substantial funding.

Researchers were also able to assess whether or not Star Paper Mill Ltd engages in human resources planning. The answers given by the respondents suggest that the organisation has a thorough understanding of the importance of human resources planning and development and hence makes organising easier and more enjoyable. As a result, it aids in the achievement of organisational goals and enjoys the benefits that follow.

When it comes to making appropriate decisions, managers that use manpower planning have a better chance of avoiding mistakes and wasting time and money.

As a result of their work, the researcher discovered that prior workforce plans can be useful as a starting point for developing new ones, and that appropriate time is required to do so.

Companies must be prepared for the quick changes in social and economic conditions by employing effective people planning. As a result, there is less room for error and miscalculation. Manpower planning outlines the organization's goals and objectives. It allows for the creation of benchmarks against which results may be evaluated. to provide management with a clear picture of the organization's progress toward its objectives.

Manpower planning also has an impact on the whole workforce and is essential to an organization's ability to perform its obligations. To remain in the sector and the market, the company relies heavily on effective manpower planning, according to the study's findings. Finally, the management were able to obtain enough information to be helpful by budgeting enough staff and time.

5.2 DISCUSSIONS OF THE FINDINGS

On the basis of the findings of this study; I therefore concluded that:

Effective human resource management necessitates a sufficient amount of advance planning and preparation time.

(ii) Adequate cash is essential in establishing effective manpower planning and development

(iii) Previous personnel plan serve as a good basis in developing the current manpower plan.

(iv) The success of every firm depends on it's human resources planning which is also know as manpower planning.

5.3 RECOMMENDATION

The findings and conclusions of a recent study on the impact of manpower planning as a tool for achieving organisational goals demonstrate how crucial competent personnel planning is to an organization's survival.

Everyone in management across the country should take the following steps. This suggestion would assist in resolving some of the issues that have been plaguing the management of human resources, in particular manpower planning.

Top management should not delegate the duty of formulating a company's or organization's strategy to their employees.

Management should use their previous manpower plan as a reference point when preparing for new people planning in order to avoid mistakes.

Managers at all levels should be involved in personnel planning since it would be unreasonable to place this responsibility on them without their input.

A lack of participation or contribution in the planning of human resources is a major problem.

In the event that the operating environment of the company changes, a flexible approach to labour planning is required.

5.4 LIMITATIONS

Some flaws in the design and implementation of this study may limit the applicability of this research to all organisations. As a case study, researchers used Star Paper Mill Ltd. in Aba, Nigeria. It's possible that its findings differ from those of other studies, particularly in firms where manpower planning and development are ignored. It is possible that this study's hypotheses were not inclusive enough, and that the results offered may alter if different statistical tools are employed to evaluate these hypotheses, rather as chi-square procedures.

5.5. SUGGESTION FOR FURTHER STUDY

The findings aren't conclusive. There are numerous aspects in the Star Paper Mill Ltd Aba environment that need deeper investigation.

studies. These can also benefit other firms in a similar situation, both strategically and operationally.

Study areas include those listed below:

Performance at work and output of employees

Small business management and entrepreneurship are fundamentally based on

Management and the Human Condition.

It is possible to do additional research in these and other areas that were left out of this study due to its focus and the suggestions made by the authors.

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