



EFFECT OF HUMAN RESOURCE PLANNING ON ORGANIZATIONAL PERFORMANCE: A STUDY OF THE FEDERAL POLYTECHNIC BAUCHI.

MOHAMMED RABIU MOHAMMED

The Federal Polytechnic, Bauchi

Abstract

The main aim of this study was to examine the effect of “Human Resource Planning on Organizational Performance”. The study was quantitative and explanatory in nature, where a cross-sectional survey of 257 Staff of Federal Polytechnic, Bauchi was carried out using proportionate stratified sampling and structured questionnaire were distributed personally and with the aid of field assistants to the selected Staff. However, the data collected was analyzed using IBM SPSS software version 20. The reliability of the research instrument was assessed based on the results obtained, all the constructs met the Cronbach’s Alpha requirement of above 0.7 coefficients and the validity was tested using content and construct/face validities. The validity of the instrument was also measured through Exploratory Factor Analysis (EFA). The outcome of EFA revealed that the variables have satisfactory Kaiser Meyer-Olkin Measure of

Sampling Adequacy and Bartlett's Test of Sphericity. Simple regression analyses of the variables (Operational

KEYWORDS:

Human resource, planning, Operational performance, quality of work, productivity, Organization.

performance, workers performance, quality of work) show a positive and significant relationship with investment decision making. But, the multiple regression analysis result show that implementation of Human resource planning have a negative but significant. It was recommended that the polytechnic should avail itself of the windows of

opportunities that information technology provides in its drive to further enhance employees' skills, knowledge and abilities that will invariably ensure adequate implementation of human resource planning and investing in the improvement of the knowledge and skills of employees will enhance their productivity and effectiveness.

Introduction

The history of planning is as old as man, planning had started from the ancient era during the primitive period when there were no industries or firms. Planning is a basic function of management which therefore means that planning pervades all the functional area of management which includes personnel, production, research and development, marketing and finance.

Acquaah, (2014) indicated that HRM planning advance organisational effectiveness and performance by attracting, identifying, and keeping employees with knowledge, skills, and abilities, and necessitating them to behave in the manner that will support the mission and aims of the organisation. In this way, the effectiveness of HRM planning depends on how it encompasses the appropriate attitudes and behaviour in employees, in addition to its implementation.

Human resources are the life blood of an organization. Despite the application of technology in modern business management, human resources are still relevant and most adaptive resources of the organization. The strategic values of HR stem from the fact that apart from other resources employed in the course of production (land, capital, technology etc.) which are passive, human resources are endowed with discretionary decision-making power and thus have competitive advantage over the other resources.

Debate has now shifted towards a more integrated management approach: Effective human resource planning in the areas of productivity of employees, retention of staff, utilization of staff, improvement of staff performance and satisfaction is a necessity in today's turbulent business world. (Faizu, 2015).

Today, more and more organizations are realizing the need for serious human resource planning, since human resource would enable the organizations fulfill their true potential and, in so doing, help the organizations to achieve their objectives.

Public sector organizations in Nigeria face problems which often hampers the attainment of set goals. The productivity of any public organization sector depends largely on the performance of its people (i.e. the management and subordinates) for this success to be achieved, (Ulasi, 2011).

Productivity in the Nigerian public organizations have suffered serious decline as researches have shown that productivity has not really improved even with the enormous human resources at their disposition hence the assertion that the importance of human resources cannot be relegated to the background as organizations' greatest asset is a well-planned and managed human resources implies that adequate plan must be put in place for those resources to engender productivity vis-à-vis the effective Planning of the workforce (Anyadike, 2016).

More so, Yusof, (2016), observed that, the decay in the public organizations is evident as the level of frustration is equally high as they lack a process of analyzing staff needs and planning how to satisfy these need, in a way that best serves organizational mission, objectives and strategies, luckily the days of Management that works by trial and error have gone.

The cause of this unfortunate development is primarily a lack of human resource planning. If not, what else can explain the sharp increase in workers strength as soon as any new chief executive emerges? Furthermore, in some departments in public organizations, four directors are found in one obscure room doing nothing and other junior workers are satisfied to find a place under the mango trees located around the premises (Onah, 2008).

Planning Human Resource has been useful for economic planners, policy makers and training providers in order to avoid the imbalance of skills in the labour market. Although reviews of the manpower planning models have been conducted previously, with the accumulated experience and the booming of advanced statistical techniques and computer programs, the study of Human resource Planning has undergone considerable changes and achieved maturity during the past decade.

The objective of human resource planning is to ensure the best fit between employees and jobs while avoiding manpower shortages or surpluses. The four key steps of the human resources planning process are analyzing present labour supply, forecasting labour demand, balancing projected labour demand with supply and supporting organizational goals, human resources plan needs to be flexible enough to meet short-term staffing challenges while adapting to changing conditions in the business environment over the longer term. Human resource

planning starts by assessing and auditing the current capacity of human resources (Robert, 2017).

The issue of Human Resource Planning raises series of questions. For instance, how effective is Human Resource Planning in government establishment? How do they address human capital challenges that hamper the execution of service delivery initiatives and interventions? How do they use human resource planning to improve productivity?

Based on the objectives of the study, the following research questions are raised to guide the study in the collection and interpretation of data.

- i. To what extent does human resource planning affect operational performance in Federal Polytechnic Bauchi?
- ii. How does human resource Planning enhance workers' performance within Federal Polytechnic Bauchi?
- iii. To what extent is human resource planning implemented in Federal Polytechnic Bauchi?
- iv. How does human resource planning improve quality of work in Federal Polytechnic Bauchi?

CONCEPTUAL FRAMEWORK

According to Mondy et al (1996) HRP is defined as a systematic analysis of HR needs in order to ensure that correct numbers of employees with the necessary skills are available when they are required. When we prepare our planning programme, Practitioners should bear in mind that their staff members have their objective they need to achieve. This is the reason why employees seek employment. Neglecting these needs would result in poor motivation that may lead to unnecessary poor performance and even Industrial actions.

Bulla and Scott (1994) has shown that, Human Resource Planning (HRP) as “the process for ensuring that the human resources requirements of an organization are identified and plans are made for satisfying those requirements”. Human resource planning basically refers to the planning of all the various activities carried out by the human resource department or even planning how the activities of the human resource department can be executed. Some of these human resource activities are recruitment, selection, motivation, coaching, career development, empowering, and evaluations among others.

Human resource planning is the entry point of human resource management concerned with the determination of human resource requirements, job analysis, recruitment, selection and socialization (Mondy and Noe, 2006).

The purpose of HRM planning is to provide eligible employees for organisations in order to increase organisational performance and effectiveness. Therefore, the entire HRM planning should endeavor to ensure retention and long-term employment, and increase organisational performance. Long-term employment and retention of employees require workers to believe that the organisation's values and their values fit. HRM planning is able to increase organisational effectiveness by ensuring profitable and motivational experiences for employees, (Armstrong, 2006).

Organisations public or private must be efficient in order to survive in this turbulent environment; however, the efficiency depends on the caliber of its Human capital resources engaged, which can be achieved through adequate implementation of Human Resources Planning. Today, inadequacy of Human Resources Planning has made most public organizations to be faced with chaotic situations because did not at the onset plan their workforce and adequately implement, neither did they have any systematic human resource (HR) management planning that put the organizations goals first, (Weekley, 2015).

Approaches to Human Resource Planning

Human resource planning as a process, determines organization's human resources needs with three specific approaches such as; quantitative approach, qualitative approach, and mixed approach (Frantzreb, 1981).

Quantitative Approach: gives focus on the required numbers of employees rather than personal aspect of individual which is why it is regarded as the traditional approach hence it is management driven also known as top-down approach. It is the foundation of Human Resource Management Information System (HRMIS), Demand Forecasting Technique (DFT), and Work Study Technique (WST).

Explicatively, the Human resource management information system gives information about name, post, qualification, experience, remuneration and allowance, performance and updated human resource inventory. Computerized Human Resource Management Information System facilitates in formulation of human resource planning; while Demand Forecasting Technique (DFT) utilizes Trend analysis, mathematical models, economic model, Markov analysis, etc. as major demand forecasting techniques; and Work Study Technique (WST) determines the work standard of employees using observation, interview, diary, etc.

Qualitative Approach: is employee-driven also known as bottom-up approach that focuses on the personal aspect of individual rather than required numbers of employees. Qualitative approach of human resource planning is mainly concerned with matching organizational needs with employee needs; remuneration and incentive plans; recruitment, selection, development of employees; career planning; promotion and transfer; employees safety, welfare and working environment; motivational activities, and maintenance.

Mixed Approach: combines the quantitative and quantitative approaches to strike a balance between both approaches. This approach of human resource planning produces better result because it is combined form of qualitative and quantitative approaches.

Tools and Techniques in Human Resource Planning

Many tools are available to assist in the HRP process. Byers and Rue (1984), state the following as the tools of Human Resource Planning.

- The skills inventory is one of the frequently used Human Resource Planning tool, a skill inventory consolidates information about the organizations human resources. It provides basic information on all employees, including in its simplest form, a list of names, certain characteristics, and skill of employees.
- The second useful tool is succession planning which identifies specific people to fill key positions throughout the organization. Under an optimal succession planning system, individuals are initially identified as candidate to move up from up after being nominated by management. Their performance appraisal data are reviewed, potentials is assessed, development program are formulated, and career paths are mapped out.
- The third tool is commitment planning (CMP), a systematic approach to HRP designed to get managers and their subordinates thinking about and involved in HRP

Barriers to Effective Human Resource Planning

One serious problem confronting public organizations” human resource managers is the most effective method of matching people with job which is what spurred that assertion that Human resource planning is not an easy process. The following are some of the barriers of human resource planning in achieving employee productivity:

- Absence of productivity-oriented working culture and mechanisms to encourage labour productivity
- High cost of skilled labour, and training.
- The low level of computer literacy couple with the unstable power supply in this era of computer-based organization structuring, hence without strong information base, human resource planning becomes a tortuous assignment.
- Lack of the willingness to recognize special talents in the formal education systems and to encourage their development in specialized environments.
- Poor record keeping constraining human resource planning; even though human resource planning is not necessarily numerical estimation or list forecasting of the workforce, record keeping is the hub of human resource planning.
- Career guidance is not a mandatory element before the students leave schools after secondary education.
- Limitations in the available systems for accreditation of training institutions, preventing the training programmes on offer to meet job market needs and international standards.

EMPIRICAL STUDIES

Over many decades, the field of human resource management (HRM) has attracted a great deal of attention across various disciplines. One particular area which has received considerable attention is the link between HRM on organisational performance (OP). Scholars have consistently attempted to understand the impacts of HRM on OP, often taking different perspectives, first attempts at empirical linkage looked in areas of individual HR practices such as training, Russel, Terborg & Powers, (1985) selection, Terpstra & Rozell, (1993) appraisals, Borman, (1991) compensation, Milkovich, (1992) to firm financial performance Huselid's (1995), information-sharing, Morishima, (1991), market outcomes,(McDuffie, 1995).

However, more recent studies conducted includes: Human resource Planning practice in managing Human resource by Aslan et al (2013) they created a model to motivate and retained workers in Pakistan, Ashish,(2017) Different perspective on Human resource planning (a literature Review), An empirical study on Human resource planning in Belgian production companies, Brent et al, (2013), Measuring organisational performance in strategic Human resource Management, Edward &

Patrick (2008) The Effect of Human Resources Planning and Training and Development on Organizational Performance in the Government Sector in Jordan, MohammadNoor et al,(2014) it could be noticed that all this studies were conducted outside Nigeria which has its own organisational culture.

According to Mursi (2003), there are significant and positive relationships between HR planning and organizational performance. In another study by Hiti (2000), HR planning has a positive relationship with organizational performance. In another study by M Arsad (2012) manpower planning effect on organizational performance and have a positive relationship between manpower planning an organizational performance. Study by Chand and Katou (2007) in their study in the Indian hotel industry were also found out that manpower planning have strong relationship to productivity, and productivity impact on organizational performance.

Meanwhile, It can be noted that the studies conducted so far in Nigeria were mostly restricted to private establishment, Human resource planning and employee productivity in Nigerian Banking Sector by Rabiou et al,(2015), Human resource management challenges in Nigeria under a globalised economy, Francis and Cyril(2011), Effective Human resource planning and organisational Productivity a case study of sterling bank Nigeria Olusanya, et al, (2014)

However, those that were conducted in the public sector are restricted to training and development as in human resource management and productivity in Nigeria public sector, Ulasi, (2011) and The Effect of Human Resources Planning and Training and Development on Organizational Performance in the Government owned institution, Faizu, (2015).

Many researchers conducted their researches to determine the relationship between Human Resource Planning (HRP) and Performance of Government Establishment in developed countries but few studies have been conducted in developing countries like Nigerian .Nigerian public establishment is considered 'under-researched' in the practice of Human Resource Planning .

In Nigeria, Researchers mainly focused on telecom sector: Francis and Cyril, (2011). Banking sector: Rabiou et al,(2015). Petroleum industry: Olusanya et al (2014). However, the public sector of Nigeria required a great attention to determine the relationship between HRP and performance of government establishment.

It can be noted that these studies conducted so far in public establishment were mostly restricted to training and development. Besides, these studies are very few

in number notwithstanding the differences in methods of data collection and analysis that will be employed for this study.

This research study concentrates on the possible impact of human resources planning on workers' productivity, as Human Resource Planning helps to resolve the problem of shortage of staff in organization, it also helps in determining and planning whatever capital, material, equipment and personnel required in an organization in order to achieve organizational objectives.

It is against this background, that this researcher seeks to analyze Human Resource Planning and its effect on the performance of Government establishment, using Federal polytechnic as a case study.

THEORETICAL FRAMEWORK

The theories that link between HRP and performance has been interpreted and explained through numerous perspectives.

Universalistic perspective

Some claim that there is a universalistic link between HRP and performance, where some HR practices or systems of HR practices give way for increased organisational performance across the population of organisations and under all circumstances. Pfeffer's (1998) seven practices is an example of this view, where he holds that employment security, selective hiring, self-managed teams and decentralization of decision-making, high contingency pay, extensive training, reducing status distinctions and barriers, and extensive sharing of information all will have a positive influence on organisational performance independent of organisation and other conditions. Essentially, scientists holding this view believe that it is not necessary to adapt the HR practices in accordance with any particular strategy or to any specific organisational context (Lengnick-Hall et al., 2009).

Contingency perspective

In contrast to the universalistic perspective, scientists holding a contingency perspective argue that the relationship between the relevant independent variables and the dependent variables will vary across different levels of contingency variables. The organisation's business strategy is considered perhaps the most important contingent factor within the HRP-performance literature. The various HR activities that the organisation carries out must be aligned with the

organisation's business strategy, or other contingencies, in order to have an effective impact on performance according to this view (Delery and Doty, 1996).

Configuration perspective

In the configuration perspective, the focus lies on the synergistic effects that the HR practices can create when they are grouped together and exercised in a coherent manner. It is argued that the total effect that can be achieved is far greater than the sum of the effects for every single practice. In accordance with this view, Chniowski (1997) found that systems of innovative HR practices had a significant impact on production workers' performance, whilst changes in individual practices showed small to non-existing effects.

The above-mentioned perspectives dominated the early days of the HRP-performance field. Delery & Doty (1996) investigated the three, and found evidence supporting both the universalistic perspective and the contingency perspective. However, even though evidence supporting the configuration perspective was present, it was notably smaller compared to the other two perspectives.

Resource Based View of the firm

The Resource Based View of the firm (RBV) has also been applied to the HRP-performance link. RBV is a general way of theorising about how competitive advantage can be achieved through the possession of valuable and rare resources that are hard to imitate by other competitors (Takeuchi et al., 2007). When applied to the HRP-performance link, one is to consider the employees as a resource similar to other organisational resources, where the main goal for the HR practices is to build up the human capital and stimulate the kind of behaviour that creates advantages for the organisation (Boxall og Steeneveld, 1999).

AMO theory and KSA theory

Another theory that has gained much support lately is AMO (Ability, Motivation, and Opportunity) theory. The idea is that HR practices influencing the employees Abilities, Motivation and Opportunity to participate are the practices that will have an impact on organisational performance. This is very similar to what some researchers call KSA theory (e.g. Huselid, 1995). It is advocated that the use of HR practices that 1) increase the employees' knowledge, skills, and abilities (KSAs), 2)

motivate employees to leverage their KSAs, and, 3) empowering the employees to do so, will consistently create growth and prosper for its organisations. In addition to perspectives and theories concerning the HR practices and how to view the HRP potential, there also exist theories that are more specific. These are located at an individual level and have been applied to the HRP-performance link often related to attempts at explaining the potential link. Examples of such theories are social exchange theory (Takeuchi et al., 2007), psychological contracts (Guest, 1999) and job characteristics theory (Snape & Redman, 2010). When applying social exchange theory to the link between HRP and performance, the proposed idea is that organisations that invest in their employees, will experience employees reciprocating these investment with efforts directed towards the organisations' benefit and interest. This is somewhat similar to the way of theorising about psychological contracts and HRM-performance. Here, HRP is believed to contribute to a strong psychological contract between the employer and the employee, with reciprocating characteristics and expectations. According to job characteristics theory the core characteristic of autonomy/discretion produces a "critical psychological state" of experienced responsibility for the work, which in turn leads to improved work effectiveness (Snape and Redman, 2010). For example, many HR practices, such as those focused on building employee skills and abilities, empowering the employees, and involving the employees, may contribute to increase the level of discretion employees have in their role.

METHODOLOGY

Descriptive and sample survey design was adopted as the research design method for this study, which involves the study of group of people or items by collecting and analyzing sample data from the entire population. Data was collected using both primary data via observation and survey methods of questionnaire. While Secondary Sources will be Federal Polytechnic Bauchi past data, journals, gazettes, textbooks, magazines, newspapers, encyclopedias, other people's project reports, web etc.

The population of the study comprises of 722 staffs of Federal Polytechnic Bauchi who not on leave of any kind. The sample distribution contains the list of 722 staffs of Federal Polytechnic Bauchi comprising of Academic and Non-academic staffs that are currently not on any leave, the number of each stratum, the percentage

that each constitute as well as the sample distribution as summarized in Table 1 below.

Table 1: The Distribution of Sample Size

Staff	Number of Staff	Percentage	Sample Distribution
Academic	479	69%	177
Non-Academic	225	31%	80
Total	722	100%	257

Source: Researcher, 2020.

A statistical formula was used in determining the sample size. Yaro Yamani formula as quoted in Nwabuoeki(1986).

$$n = \frac{N}{1 + N(e)^2}$$

Where

n=sample size

N=total population size

1 is constant

e = the assume error margin or tolerable error which is taken as 5%(0.05)

$$n = \frac{722}{1 + 722 (.05)^2}$$

$$n = \frac{722}{1 + 1.805}$$

$$n = \frac{722}{2.805} = 257.39 \quad n = 257.$$

Therefore, the sample size of the study is 257

To make this study different other indicators like operational performance, workers performance, quality of work, and employees' satisfaction were considered. IBM SPSS Statistics version 20.0 was also employed by the current study in achieving its aim. The data generated from the study was analysed using various tools of analysis that include descriptive statistics, multiple regression and Pearson correlation.

RESULTS

Table 2: Results of Construct Reliability

Construct	Construct Cronbach's Alpha
Operational performance	0.778

Workers performance	0.781
Implementation of HRP	0.772
Quality of work	0.808

Source: Extracted from IBM SPSS v20 Output, 2020.

Table 2 presents the inter-construct correlation analysis of effect of human resource planning on organizational performance. The relationship between them was analysed using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity.

It was found that human resource planning in government establishment have a strong and positive correlation with the dependent variable of the study; operational performance ($r = 0.534^{**}$), work performance ($r = 0.574^{**}$), implementation of HRP ($r = 0.568^{**}$), and quality of work ($r = 0.675^{**}$), were correlated in a statistically significant manner with organizational performance at the 0.01 level (2-tailed). Finally, the shared variances, which are the coefficient of determination among the variables, were quite good with majority having more than 35% and this indicates that Organizational performance helps to explain more than 35% of the variances in respondents' scores on all the independent variables measurements.

Table 3: Inter-constructs Correlation

	OP	WP	IHRP	QW
OP	1			
WP	-0.224 ^{**}	1		
IHRP	0.568 ^{**}	0.610 ^{**}	1	
QW	0.675 ^{**}	-0.088	-0.168 [*]	1

n = 221 and p < .001

Table 4: Direct relationship between latent variables & Human resource planning

Construct	R square (R ²)	Unstd. B	Std. β	t Value	P Value	Decision
OP & HRP	.187	.479	.432	4.595	***	Significant
WP & HRP	.227	.470	.476	1.771	***	Significant
IHRP & HRP	.035	.124	.186	2.093	.006	Significant
QW & HRP	.186	.411	.431	1.306	***	Significant

Source: Extracted from IBM SPSS v20 Output, 2020.

OP = Operational Performance, WP = worker Performance, IHRP =implementation of Human Resource Planning, QW = Quality of Work, HRP= Human Resource Planning, R2 = coefficient of determination, Unstd. β = Unstandardized beta, Std. β = Standardized/Actual beta & P = probability value.

Table 5: Summary of Hypotheses Results

Hypothesis	Beta Value/R Square	P value (Sig.)	Decision
H1: Human resource planning will significantly improve the operational performance of Federal polytechnic Bauchi.	0.432	.***	($\beta = 0.432$, $P < 0.001$) Significant and Supported.
H2: Human resource planning will significantly improve worker performance within Federal polytechnic Bauchi.	0.476	.***	($\beta = 0.476$, $P < 0.001$) Significant and Supported.
H3: Human resource planning has been significantly implemented in Federal polytechnic Bauchi.	-0.186	.006	($\beta = -0.186$, $P < 0.05$) Significant and Supported.
H4: Human resource planning will significantly influence quality of work in Federal polytechnic Bauchi.	0.431	.***	($\beta = 0.431$, $P < 0.001$) Significant and Supported.

Source: Extracted from IBM SPSS v20 Output, 2020.

DISCUSSION OF FINDINGS

Research Question I: To what extent does human resource planning affect operational performance in Federal polytechnic Bauchi?

The study found a positive and significant relationship between Operational performance and human resource Planning ($\beta= 0.432$; $P = 0.000$). This finding is consistent with previous studies on Human resource Planning, (MohammadNoor et al, 2014; Rabi, et al, 2015; Olusanya, et al, 2016 ;).

In the work of MohammadNoor et al, (2014) they found that there is positive relationship between human resource planning and operational productivity of organisation. Also, in study conducted by Rabiun et al, (2015), they establish that Human resource planning seek to ensure the necessary number and quality of employees for a business to achieve optimum operational efficiency. Therefore, Olusanya, et al, (2016) explained further that human resource planning significantly improves organisation productivity.

Research Question II: How does human resource Planning enhance workers' performance within Federal polytechnic Bauchi?

The study found that Human resource planning significantly enhance workers performance with ($\beta = 0.476$; $P = 0.000$). This finding is consistent with that of Aslan et al, (2013). In their study create a model using multiple regressions; the results indicated that human resource planning improved workers performance through attracting, motivating and retaining quality and qualified worker. Faizu, (2015) in his study determined that Human resource planning ensures better Benefits and compensation for employees; effective organizational structure and opportunity for growth or advancement for employees which enhance workers performance. Furthermore, Ulasi, (2011), concluded that human resource planning ensures that employees are adequately and timely training and development of employees which are essential to their performance.

Research Question III: To what extent is human resource planning implemented in Federal Polytechnic Bauchi?

The study found a negative but significantly that Human resource planning has been implemented in federal polytechnic Bauchi ($\beta = -0.186$; $P = 0.006$). This finding is consistent with previous studies on human resource planning in Government Establishment, even though with mixed findings. Apparently, there exist divergent arguments about the level of implementation of human resource planning in public establishment of Nigeria.

Faizu, (2015) found out that human resource planning in the Nigerian public organizations have suffered serious decline, even with the enormous human resources at their disposal. Nevertheless, in the work of Ulasi, (2011) found that human resource planning have been significantly implemented in the area of Training and Development of employees in Government Institutions. Anyadike, (2016) observed that effective implementation of human resource is of the major factors bedeviling performance of Nigerian Public sector.

Research Question IV: To what extent does human resource planning improve quality of work in Federal polytechnic Bauchi?

The results show a significant relationship between human resource Planning and quality of work with ($\beta = 0.431$; $P = 0.000$) and was supported by a number of studies (Francis and Cyril, 2011; Brent et al, 2013; Olusanya, et al 2014).

Francis and Cyril, (2011) in their empirical study of Sterling Bank Nigeria found that, Human resource planning improve quality of work through providing adequate training.

However, Brent et al, (2013) the result of their studies shows that human resource planning has direct effect on quality of work. In the study of Olusanya, et al (2014) found that Human resource Planning had considerable influence on the quality of work in Nigerian manufacturing sector.

CONCLUSION

Based on the results, which indicated a positive and significant relationship between human resource Planning and organizational performance in Federal Polytechnic Bauchi. The researcher therefore concludes that, human resource planning is needed to boost workers performance in Federal polytechnic Bauchi by ensuring that the right person with the right skills, knowledge and experience are recruited and retained in the organization.

In line with the results which showed that Human resource planning significantly enhance workers performance in federal polytechnic Bauchi: Hence, the researcher established that human resource planning is needed to boost workers performance in Federal polytechnic Bauchi.

Grounded on the results in which point out that though negatively but significantly that Human resource planning has been implemented in federal polytechnic Bauchi, the researcher therefore concluded that, human resource planning in Federal polytechnic Bauchi has been implemented but not adequately, this goes to show that the management of federal polytechnic Bauchi needs to pay more attention to human resource planning in the polytechnic. This implies that more resources should be invested in human resource planning.

The results of this study indicated that the relationship between human resource planning and quality of work is significant. The researcher therefore resolved that, human resource planning had significantly improved quality of work in Federal Polytechnic Bauchi.

RECOMMENDATIONS

Effective Human Resource planning attracts the right quality and quantity of people, develops the knowledge, skills, and abilities of employees, and retains employees within the organization. To achieve better operational performance the polytechnic should imbibe the practice of Human Resource Planning that is goal and target oriented with defined and measurable indicators of organizational performance.

More so, it is clear from the findings that Human Resource Planning has a positive role in increasing the employee's performance. Therefore, investing in the improvement of the knowledge and skills of employees will enhance their productivity and effectiveness.

Furthermore, human resources planning should be marched with the organizations' strategic planning to enhance its implementation, Given the pivotal role that technology plays in the 21st century, the polytechnic should avail itself of the windows of opportunities that information technology provides in its drive to further enhance employees' skills, knowledge and abilities that will invariably ensure adequate implementation of human resource planning. Also, systematical training and developing of the workforce on the various approaches and methods of human resource planning is also needed.

Finally, the polytechnic should improve on the current manpower planning strategy and continue to update its manpower development curriculum in line with the global best practices as well as The work attitude of the staffs should be improved to help them improve their quality of work. The Polytechnic should be environmentally conscious in designing their human resources development programmes as this will allow the scheme to be strategically and dynamically oriented towards achieving better quality of work.

REFERENCES

- Acquaah, M. (2004). Human factor Theory. Organizational Citizenship Behaviors and Human Resource Management Practices: An Integration of Theoretical Constructs and suggestions for Measuring the Human Factor. *Review of Human Factor Studies*, 10(1): 129-162.
- Adamolekun, L. (ed) (2002). Public Administration in Africa: A Nigeria and Comparative Perspective: London: Longman.
- Adamolekun, L. (ed) (2002). Public Administration in Africa: Main issues and selected country studies. Ibadan: Spectrum Books Limited.
- Aggarwal, C. C. (2013). Outlier analysis. New York: Springer.
- Ahmad, A. (2013). Scale Development for Technology Resource Drivers of Competitiveness: Study of Nigerian Broadcasting Industry. Proceedings: 6th

- International Business and Social Sciences Research Conference, 3 – 4 January, 2013, Dubai, UAE.
- Aishatu, Z. (2017). Human Resource Forecasting and Succession Planning in. *International Journal of Research in Management & Business Studies*, 2, 59.
- Al-Gazali, N. (2006). An empirical investigation of Human Resource Planning adoption Capability model in SBs in New Zealand. *Electronic Markets*, 15(4), 418-437.
- Anyadike, N. O. (2013). Human Resource Planning And Employee Productivity In Nigeria Public Organization. *Global Journal of Human Resource Management*, 1(4), 56-68.
- Armstrong, M., (2006). *A Handbook of Human Resource Management Practice* (10th edition), London & Philadelphia, Kogan Page Ltd.
- Arbuckle, J. L. (2008). *Amos™ 17.0 User's Guide*. USA: Amos Development Corporation.
- Aslam H. DI, Mehmood A, Neem A, Badar H, Madiha J. (2013). Human Resource Planning Practice in Managing Human Resource : eviewHuman Resource: A Literature ReviewHuman Resource: A Literature Review Human Resource: A Literature Review Human Resource: A Literature Review. *International Journal of Human Resource Studies*, 3, 1-13.
- Bharati, P., & Chaudhury, A. (2004). An empirical investigation of decision-making satisfaction in web-based decision support systems. *Decision Support Systems*, 37(2), 187-197.
- Biles, G. E. and Holmberg, S.R. (1980). *Strategic Human Resource Planning* glen R.P78.
- Boxall, P and Purcell, J (2003) *Strategic Human Resource Management*, Palgrave Macmillan, Basingstoke.
- Bretton and Gold (2013) *Human Resource Management: Theory and Practice*, London: the Macmillan Press Ltd.
- Bulla, D. N.; Scott. 1994. Manpower requirements forecasting: a case example, in *Human*.
- Burns, B.C. & Grove, N. P. (2001). *Information Reason in Library and Information Science Research*.
- Byars L.L. and Rue L.W. (1984). *Human Resource Management*. Irwin McGraw-Hill, New York.
- Chukwuemeka, N. (2010), *Human Resources Management: A Practical Guide*. Nsukka Great AP Express Publishers Ltd.
- Cole G.A. (2002). *Personnel and Human Resource Management*, Fifth Edition. Indian: Prentice Hall.
- Creswell, J. W. (2012). *Educational research: planning, conducting, and evaluating quantitative and qualitative research* (4th ed). Pearson Education: Boston.
- De Cenzo, D., and Robbins, S. P. (1988). *Personal/Human Resource Management*, Prentice-Hall, New Jersey, 456p.
- Delery, J. E. & Doty D. H. (1996). Modes of theorizing in strategic human resource management: tests of universalistic, contingency and configurational performance predictions. *The Academy of Management Journal*, 39, 802-835.
- Edwards, G., Pearce, E. (2008) "HRM and Trends in Management: Travelling a Well-worn Path?" New Zealand: Auckland: Paper Presented to 15th Annual ANZAM Conference, 6-8 Dec.

- Faizu M. R, (2013). Assessing the effects of human resource management (HRM) practices on employee job performance: A study of Usmanu Danfodiyo University Sokoto. *Journal of Business Studies Quarterly*, 5(2), 247-259.
- Flippo (1971) Principles of Personnel Management, McGraw-Hill, Kogakusha Ltd.
- Firoiu, D. (2003). International Human Resource management: Policies and Practices for Multi-national Enterprises (3ed.) N.Y, Routhedge.
- Francis .C A, Cyril O.I, Samuel E. M. (2011). Human Resource Management Challenges In Nigeria Under A Globalised Economy. *International Journal of Economics*, 01, 01-11.
- Frank, H. E. (1974) Human Resources Development: The European Approach, Texas: Gulf Publishing Company.
- Frantzeh, R. B. (1981) Human Resource Planning: Forecasting Manpower Needs, Personnel Journal Vol.60. No11.
- Ghasemi, A. & Zahediasl, S. (2012). Normality tests for statistical analysis: a guide for non-statisticians. *International journal of endocrinology and metabolism*, 10(2), 486.
- Goodhue, D., Lewis, W. & Thompson, R. (2012) Human resource management and performance still searching for some answers. *Human Resource Management Journal*, 21,3-13.
- Hair, J. F. Jr., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Multivariate data analysis (7th ed.). Upper Saddle River, NJ: Prentice Hall.
- Ikeanyibe, O. M. (2009) Principles and Practices of Public Personnel Administration: A Nigeria perspective. Onitsha Perfect Image.
- Ledolter, J. (2013). Data mining and business analytics with R: John Wiley & Sons.
- LoBiondo, C. & Haber, R. (1998). *Research Methods in Librarianship: Techniques and Interpretation*. New York. Academic Press.
- Mahoney, T. A. & Deckop, J. R. (1986). Evolution of Concept and Practice in Personnel Administration/Human Resource Management (PA/HRM). *Journal of Management*, 12, 223-241.
- Mac Duffe, J.P. (1995). Human Resource Bundles and Manufacturing Performance *Industrial Relations Review*, 48(2), pp 199-221.
- Mohammadnoor K. M. A, Abdullah O, Mohd S. A. H, Hamza A. A. (2014). The Effect of Human Resources Planning and Training and Development on Organizational Performance in the Government Sector in Jordan. *International Journal of Academic Research in Business and Social Sciences*, 4(2222-6990), 755.
- Mills, D. Q. (1985b). Planning with people in mind Harvard Business Review, July-August 97-105.
- Mullin, J. (1996). Management and Organisational Behaviour. Pitman Publishing New York.
- Nunnally, J. (1978). Psychometric theory: New York: McGraw-Hill.
- Nworgu, B. G. (1991). *Educational Research, Basic Issues & Methodology*. Wisdom Publishers Ltd; Ibadan, Nigeria.
- Nyamupachari, V., Importance of Human Resources Planning in Organisations.
- Olusanya, S. O., Awotungase, S. A, Ohadebere E. C. (2014). Effective Planning and Organisational Productivity. (A Case Study Of Sterling Bank Nigeria Plc). *Journal Of Humanities And Social Science*, 31-39.

- Onah, F. O. (2008). Human Resource management 2nd Edition, Enugu: John Jacob's Classic Publishers Ltd.
- Pallant, J. (2001). SPSS survival manual: A step by step guide to data analysis for Windows (Version 10). Victoria: Allen & Unwin.
- Polit, L.O. & Hungler, J. O (1999). Research in Information Sciences: An African Perspective. Ibadan: Stirling-Horden.
- Premkumar, G. (2003). A meta-analysis of research on information technology implementation in small business, *Journal of Organizational Computing and Electronic Commerce*, 13(2), 91-121.
- Rabiu.M. N (2015). Challenges and prospects of HRM in developing countries: testing the HRM-performance link in Eritrean civil service, *International Journal of Human Resource Management*, 17(1), 86-105.
- Robert, L.M. (2017). Human Resource Management. 10th Ed. Thompson.
- Saunders, M., Lewis, P. & Thornhill, A. (2009). Research Methods for Business Students. London: Prentice Hall.
- Seaman, E. C. (1991). Introduction to Research Methodology. Benin- City: Ihrpju Press Ltd.
- Snape, E. & Redman, T. (2010). HRM practices, organizational citizenship behaviour and performance: a multi-level analysis. *Journal of Management Studies*, 47, 1219-1247.
- Storey J (2007), *Human Resource Management: A Critical Text*, London: Thompson Learning.
- Tabachnick, B. G., Fidell, L. S. (2007). Using multivariate statistics (5th Ed.). Boston: Pearson/Allyn & Bacon.
- Takeuchi, R., Lapak, D.P., Wang, H (2007). An empirical examination of the mechanisms mediating between high- performance work systems and the performance of Japanese organizations. *Journal of Applied psychology*, 92, 1069- 1083.
- Ubeku, I. O. (1975), *Personnel Management in Nigeria*. Benin City: Ethiope Publishing Corp.
- Ulasi N .A (2011). Human Resource management and productivity in Nigeria Public sector. A thesis submitted in partial fulfillment for the award of master of business degree, university of Nigeria Enugu.
- Weekley J. (2005), Succession Planning: Issues and Answers, *Journal of Management Development*, 32, 23 – 41.
- Yusof, A. & Shamsuri, N. (2006), Organizational justice as a determinant of organizational commitment and organizational commitment. *Malaysian Management Review*, 41, 47-62.