

TITLE PAGE

**MANPOWER PLANNING AND DEVELOPMENT AS AN
EFFECTIVE TOOL FOR ACHIEVING ORGANIZATIONAL
GOALS.
(A CASE STUDY OF STAR PAPER MILL LTD, ABA)**

BY

**OBI CHIOMA
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APPROVAL PAGE

This is to certify that this project was written by Obi Chioma with the Registration number IRPM/2007/030 of the department of Industrial Relations and Personnel Management, Faculty of Management and Social Sciences, Caritas University, Amroji – Nike, Enugu State.

This work has been read and approved as meeting the requirements for the award of Bachelor of Science (B.Sc) degree in industrial Relations and personnel management

By

Mr C.U Ugwu
Supervisor

Date:-----

Prof. Fab Onah
External Examiner

Date:-----

Mr C.U Ugwu
HOD

Date:-----

DEDICATION

This work is dedicated to Almighty God through the intercession of Blessed Virgin Mary and to Catholic Church where I belong and will forever belong.

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When I embarked on this project work, it appears as if heaven was far from me and it seems I was venturing into enormous impossibility, but thank God for his infinite mercy through which this project work came to fruition.

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ABSTRACT

This research focuses on Manpower Planning and Development as an effective tool for Achieving Original Goals, using star paper Mill Ltd Aba as the case study. The problems of this study are numerous, to which one is the absence of administrative control in achieving the overall approved programs. The objective of this study is to map out enough manpower planning time and skills that will help manager gather information that will help them after ascertaining the organization manpower planning resources. The findings of this study showed that adequate finance is needed for field work, and also that previous manpower plan serves as a good basis in determining new manpower plan. Therefore, it is discovered through the data analysis which was questionnaire that manpower planning has an effect in achieving organizational goals and objectives. The descriptive approach of research design which was used enabled the researcher to gather analysis and interpret the set of data. The research made use of interview, observation and questionnaire as her instrument for data collection. Recommendations, conclusion and finding of this project state that management should be using their previous manpower plan as a point of contact while prepping for a new plan in order to avoid mistakes.

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CHAPTER ONE

1.0 INTRODUCTION:

1.1 BACKGROUND OF THE STUDY:

Manpower planning and development is the first and the most important function of management. The essence of manpower planning and development involves a critical analysis of the supply, demand, surplus, shortage and utilization of human resources. It is important to note that manpower planning is often taken as the most important resources of an organization because through it, other resources (material and financial) are harnessed to meet the need of man.

The economic development of a country depends on the quality and quantity of its resources, the state of technology and efficient deployment of resources in both production and consumption process.

Most organizations today is facing problems because they did not plan for their workforce neither do they have any systematic human resources management programs that consider organizational goals.

Planning is the first and most important function of management. The essence is to prepare for and predict future events. Planning goes beyond attempting to attain stated organizational objectives. It involves the

development of strategy and procedures required for effective realization of the entire plan.

One of the major problems confronting management in any organization is the most effective way of matching people with jobs. The process by which management attempt to provide for the human resources or manpower to accomplish its task is called “manpower planning”.

The concept of manpower planning has been given different definition by different authors. Malthus and Jackson (1992) see manpower planning as the process of analyzing and identifying the need for the availability of human resources so that the organization can meet its human resources objectives.

Griffin (1997) sees human resources planning as a plan which involves accessing trends, forecasting the supply, demand for labour and the development of appropriate strategy for addressing any differences.

Ehegbunna (1992), sees manpower planning as having the right person in the right number, in the right place and at the right time.

Olutola (1986), when manpower planning is mentioned, it generally refers to the projection of future requirement for a given number of people with specific skill to meet the demand of various sector of the economy.

Ogunniyi (1992), in handling manpower planning said that it is a concept that involves critical analysis of supply, demand, surplus, shortage, wastage, and utilization of human resources.

Manpower planning is necessary in all organization because it is required for recruitment. Without it, it would be difficult to know the number of personnel's required for recruitment.

Manpower planning and development helps measurement to determine:

- (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.

Star Paper Mill Ltd was incorporated as a paper connoting company in 1997. Now, the company operates thru (3) factories which includes stationary plant at Umungasi (Aba); the recycling and conversion plant at Owerrinta and the Ibadan conversion plant. It also has liaison offices in Lagos, Ibadan, Kaduna, Kano, Suleja and Onitsha.

The premier plant located at Aba, produces school exercise books of different types and a wide range of stationary. It has an installed capacity of

25,000 metric tones per annum which translates into 38 million envelopes of various sizes and colours. Other products include typing sheets, duplication papers and fullscap files. The cement percentage utilization is about 75 percent.

The second factory was commissioned in 1984 as a waste paper recycling plant, with an installed capacity of 10 metric tones of tissues paper in jumbo reels per day. By 1992 a new paper machine was installed with the capacity of 15 metric tones of tissues paper per day, presently, the Owerrinta plant has a total capacity of 60 metric tones per day. This paper utilizes waste paper and paper off cuts as its main sources of raw materials and that constitutes 90% both in volume and in naira value of the plant requirement locally sourced. In this plant also exists a toilet rolls production line which utilizes the jumbo reels as inputs and produces 140, 000,000 units of toilet rolls, paper napkins per year. This in effect positions the company as the largest producer of toilet rolls and tissue products in the country, with marketing outlets throughout the entire country. This plant just commissioned a new product line sanitary towel for ladies with the brand name of “every woman” becomes a new addition to the stable.

1.2 STATEMENT OF THE PROBLEM:

This project is carried out to examine the impact of manpower planning and development in relation to the achievement of organizational objectives. Despite the emphasis being laid on effective and efficient manpower planning and development, an organization still faces more problems in manpower planning and development.

Among the problems are as follows;

- (i) There is increase of waste of materials, time and money in the organization.
- (ii) There is unnecessary breakdown in organizational operations.
- (iii) There are no clear-cut policies for the guidance and co-operations of all personnel who are accountable for day to day executive decision.
- (iv) There are no interpretations of what each segment of the organization must do so that every function will be integrated with all related activities and this resulted to gaps and duplications of work.
- (v) There is no established administrative control in order to assume the attainment of desired results in conformity with approved objective, policies and programmes.

- (vi) There is no clarity results desired, criteria and schedules so that every manager in the system will know what is expected of the organization as a whole and his department.
- (vii) There is inter-departmental conflict and this resulted to staff alienation.
- (viii) There is confusion, misunderstanding and conflict about roles and responsibilities of people employed in the organization.

1.3 **OBJECTIVE OF THE STUDY:**

The objectives of this study include among other things;

- (i) To ascertain how previous manpower plan are used to prepare new manpower plan for the future.
- (ii) To ascertain the organization's manpower planning and development resources.
- (iii) To verify adequate information needed in the organization in the manpower planning and development time and skill.
- (iv) To map out enough manpower planning and development time and skill that will help managers gather sufficient information that will help them in the organization.
- (v) To ascertain whether adequate financial resources are provided for the manpower planners.

- (vi) Using manpower planning and development to arrest the problems of the firms.

1.4 **RESEARCH QUESTIONS:**

- (i) Is adequate time frame needed in preparations of organizational manpower planning and development?
- (ii) Does manpower planning and development require adequate financial resources?
- (iii) Does previous manpower planning and development serve as basis in determining the future manpower planning and development?

1.5 **RESEARCH HYPOTHESIS:**

- (i) Adequate time frame is needed in preparing effective manpower planning and development plan.
- (ii) Adequate finance is required in preparing and implementing effective manpower planning and development.
- (iii) Previous manpower planning and development serve as good basis in determining the future manpower planning and development.

1.6 **SIGNIFICANCE OF THE STUDY:**

It is believed that this study when completed will be beneficial to the followings;

Firstly, the study will be of immense benefit to the company under, study – Star Paper Mill Ltd, Aba. It will help them know that they have to consult the previous manpower planning and development plan before determining whether to prepare new manpower planning and development.

Secondly, the study shall be of great help to managers in gathering information that will help them while planning for the manpower and its development.

Thirdly, this study will serve as an aid academically to widen the knowledge of the researcher in the field of business and it will serve as a reference source by future researchers.

Lastly, this study will also help the government in making their manpower planning and development budget estimates on yearly bases.

1.7 SCOPE OF THE STUDY:

It will not be economically wise to regard the entire firms in Aba as the case study of the project. Consequently, this study was limited to Star Paper Mill Ltd, Aba Branch of the Company. In the conviction that Aba as a main branch truly represents the firm operationally and administratively. Thus, the information obtained was based on the answers received from questionnaires with the staff.

1.8 LIMITATIONS OF THE STUDY:

There are problems encountered by the researcher in the course of generating data for this project and they are;

- (i) **Secrecy of Respondents:** The high rate of secrecy manifested by respondents in releasing of information as concerns the operations of the organizations contributed to the limitations of this study.
- (ii) **Ignorance:** Ignorance manifested itself in this study, it was most disappointing that even graduates who occupied responsible posts were among the respondents that needed a lot of persuasions before they agree to complete the questionnaires, others needed a lot of persuasions before they agree to complete the questionnaires. Some misplaced theirs which the researcher had to call several times at some for the collection of the completed and had to be rejected.
- (iii) **Bureaucratic Red Tape:** The researcher was made to call several times at the offices of the personnel manager and company secretary for the necessary permission. It was not an easy task for the researcher to set what was really needed for the work. But with the help of some staff of the company, the researcher was able to obtain the necessary information.

- (iv) Finance: Finance constraint was another problem faced by the researcher in the course of the study. As a result of the poor state of the economy, costs of almost everything especially transport had increased drastically. This made the researcher encounter heavy financial difficulties as a result of insufficient fund to meet the high cost of stationary and printing of study involved.
- (v) Time: The time frame within which this work was allowed was quite limited for an intensive as well as extensive work to be accomplished and so forms a constraint on the work.

1.9 DEFINITION OF TERMS:

MANAGEMENT: This is a social process entailing responsibilities for the effective and economical manpower and development and regulation of the operations of an enterprise, in fulfillment of a given purpose or task, such as responsibility involving;

- (a) Judgment and decision in determining plans and development of data procedures to assist, control of performance and progress against manpower planning and development.
- (b) The guidance, integration, motivation and supervision of the personnel composing the enterprise and carrying out it's operations.

DECISION MAKING: This is the manpower planning and development process which involves selecting the best course of action for accomplishing stated objectives from the possible alternatives.

POLICIES: A policy is a guide to the actions and decisions of people.

PROCEDURES: A series of related steps that are to be followed in an established order to achieve a given purpose.

RULE: A statement that either prescribes or prohibits action by specifying what an individual may or may not do in a specific situation.

PRODUCTIVITY: Productivity is a measure of an enterprise ability to produce more goods and services with less input (people, materials, money and information) and thus less cost.

CHAPTER TWO

2.0 LITERATURE REVIEW:

2.1 INTRODUCTION:

The purpose of this study is to examine how manpower planning and development would be an effective tool for achieving organizational objectives using Star Paper Mill Ltd, Aba, as a case study. A number of investigations and studies have been made both on manpower planning and development and objective of an organization, such investigations and studies provide a framework for further investigation and leading to the ultimate development of existing ideas.

In this chapter, the researcher will concentrate on reviewing related literature and various aspects of studies affecting manpower planning and development.

2.2 THEORETICAL REVIEW:

The issue of theoretical review on manpower planning and development can be used to mean a predetermined course of an action, but defining manpower planning and development in such a way does not make an organization to have a clear view of what the word manpower planning and development really stand for. However, according to Steiner (1969), manpower planning and development as a process which beings with

objectives, defines strategies, policies beings and detailed plan to achieve them, which establishes an organization to implement decisions, include review of performance and feedback to introduce a new manpower planning circle.

Therefore, manpower planning and development involves selecting missions and achieving them, it requires decision making that is chosen from among alternative future causes of action. Manpower planning and development thus provide a rational approach to achieve presented objections.

Berneth (1996), defines manpower planning and development as the deliberate and systematic determination of how to use personnel's in the future in order to fulfill the organizations mission and meet its objectives, give certain predicted or intended conditions. This definition shows that concerns for manpower planning and development imply a future orientation and as such the essence of it is to prepare for and predict events.

Because of constant changes in the environment, continuous manpower planning is an essential change that faces managers to plan in an attempt to reveal in advance opportunities for, and threats to the programme. In most cases, success or failure depends on a capacity to adapt to plan both to new information and changing environmental conditions. Thus,

manpower planning and development is a process by which managers utilize and determine future action that will lead to realization of desired objective. Manpower planning and development also helps to anticipate future situations or conditions and their likely consequences. As such it enables an organization to provide for means of embracing future uncertainties or at least ameliorate their negative effects. This is done by reducing the risk exposure inherent in business operations in view process of stemming enterprise objectives and selecting future cause of action necessary for their accomplishment.

The success or failure of any organization depends much on adequate and proper manpower planning and development of a given organization managers and administration. For an organization to achieve its objectives effectively without manpower planning and development is the exception rather than the rule. Effective manager do not, and cannot depend on the fate or the word of oracle as substitutes for manpower planning and development. Therefore, any individual or organization that wishes to succeed in business must of necessity equip its manpower planning and development.

Manpower planning and development is an activity performed by all level of management and as such manpower planning and development is a

function of all managers, although the character and breath of manpower planning and development will vary with each manager's authority and with the nature of the policies and plan outlined by the supervisors. If managers are not allowed a certain degree of discretion, manpower planning and development responsibility, they are not truly managers.

Therefore, every manager within an organization must equip it manpower planning and development. The involvement of managers in manpower planning and development is based on the idea that the success of a plan depends on commitment to the plan by those responsible for performance.

Although, top-level manager spend a larger proportion of their time in planning activities than for middle managers or first-time supervisors, generally, high level executives are involved in establishing guidelines for carrying out specific actions at lower levels of authority. To do this, executives spend a large portion of their time surveying the economics, technical, political and social environment to identify new opportunities and relationship that others have not seen. For top level management planning managers must develop various courses of action for making needed strategic changes during the life of an assessment and review of outcomes of

past strategic actions. These types of planning are broad, long range quite creative in nature.

However, the authority to conduct certain types manpower planning and development is delegated to lower level managers for middle and supervising position. Planning is more routine, specialized and for short period into the future. Some of the detailed plans develop by these managers are more closely related to standard procedures, methods, schedules and miles. In any event, manpower planning and development cannot be successful unless top executives support, function and provide clear objective in which manpower plans can be based. At each of many phases of manpower planning and development, decision must be made, problems must be diagnosed, alternatives must be brought and evaluated and the alternative that appears the most suitable is what must be selected. Manpower planning and development involves the decomposition of problems and issues into their component parts application of information and selection of actions to achieve predetermined end.

Consequently, this aspect of the manager's task involves hard thinking, which implies that manpower planning involves decisions making that is choosing from among alternative future cause of action. It's the care of manpower planning and development. A plan cannot be said to exist

unless decision, a commitment of resources, direction or reputation has been made. Managers must make choice on the basis of limited or bounded rationality. That is, they must make decision in the height of everything they can learn about situation, which may not be everything they should know. Decision making is however only a step in manpower planning and development, even when is done quickly and with little thought or when it influences action for only a few minutes. However, when it is evident that decision permits all planning's, all decision making are not necessary planning. Decision may be made without manpower planning and development. However, one cannot conceive of manpower planning with decision making.

According to Agbato (1988), manpower planning and development is our effort to equip our personnel, visualize the future, as history by determining how we could want the future to appear. Manpower planning and development is not how precisely we can predict the future but rather to uncover the things we must do today in order to have a future. This implies that manpower planning and development involves forecasting. Almost all manpower planning and development involve forecasting and managers depend upon these forecasts in determining cause of action. To do this,

managers must be able to look at the present and prepare it with past to be able to predict the future.

Onoha, (1999), for manpower planning and development to be effective, it must include the following principles;

- (1) Manpower planning and development should be based upon clearly defined objective and make use of all available information.
- (2) Manpower planning and development should consider factors in the environment which will help or hinder the organization in reaching its goals.
- (3) They should take account of the existing organization and provide for control, so that performance can be checked with established standards.
- (4) They should be précised, practicable and simple to understand and operate.
- (5) They should be flexible, to ensure that circumstances necessitates change and this can be affected without disrupting the manpower plan. Therefore, manpower planning and development no matter by whatever it is defined, has one primary aim and that is the attainment of individual and company objectives.

2.3 EMPIRICAL REVIEW:

Empirical review in this study is used to outline the steps in manpower planning and development which are as follows: According to Knootz et al (1993), steps in manpower planning and development include:

- (a) Demand Forecasting: The idea of demand forecasting entails predicting and targeting. This involves a process of estimating the future quality of manpower planning and development required by an establishment.
- (b) Supply Forecasting: Manpower resources comprises of the total effective effort that can be put to work as shown by the number of people available and the capacity of employees to do the work and their productivity. Supply forecasting also include manpower planning that is slightly available from within and outside the organization having allowed for absenteeism, internal movement, promotion, wastage and change in hours and conditions of work.
- (c) Determine Manpower Recruitment: Manpower planning is determined by relating the supply to demand forecast and establishing any deficit or surplus that will exist in the future.
- (d) Manpower Productivity and Cost: Productivity is the output of goods and services which can be obtained from a given input of employees

within the organization. Manpower planning and development cost on the other hand represent the overall expenditure of manpower planning which includes remuneration cost, retirement cost, training cost and personnel administration cost.

- (e) **Action Planning:** The manpower planning should be prepared on the basis of manpower requirement and the implication of the information on productivity and cost. The main demand depending on circumstances will consist of requirement planning, redundancy plan, re-development plan, productivity plan and retention plan.
- (f) **Manpower Budgeting and Control:** This is concerned with estimating manpower planning and development requirement in terms of numbers, skills and goals needed to accomplish a specific task within a time frame which is usually a financial year. It should also clarify responsibility for implementation and establishment of reporting procedure, monitoring against the manpower plan.

The above described activities are not only necessary for the development of staff but also take care of the ever increasing functions of the organization.

2.4 OBJECTIVES OF MANPOWER PLANNING AND DEVELOPMENT:

According to Cadson (1982), to have the right number and the right quality of people requires effective human resources planning and serious managerial attention and commitment. This is important for a number of reasons which are as follows:

- (1) For any organization to achieve a reasonable degree of success, it must not be equipped with excess or inadequate manpower planning and development. Human resources are costly to acquire and retain, therefore making it economically difficult to justify keeping excess manpower. The size, the excess stock piled employees can create serious problems for organizations, for example, it can become a serious drain on profits. In most of our government ministries or parastatals, surplus or ideal employees also find themselves unengaged in any productive work tend to be bored and frustrated for having no tangible or constructive work to do. At the same time, the organization cannot afford to keep too few employees as overwork by the few available employees may retard work progress and lead to a lot of dysfunctional behavior on the part of employees. Effective human resources planning that

take into account the whole area of potential planning factor can help determine the right quantity and the kind of employees to keep.

(2) Effective human resources planning can be very useful in stabilizing employment level particularly when a firm is faced with a variable product demand curve. According to Greenland and Riggs (1979) such stabilization can:-

(a) Reduce the firm's unemployment compensation, liability cost incurred due to lay-offs.

(b) Provide more job security to the organization's employees.

(c) Minimize the cost of overtime during peak periods of demand.

(3) The need to cope with possible future changes and competitive forces in both the product and labour market. In technology and government regulatory requirement calls for a realistic effective human resource planning. Over the past 10 years, our economy has witnessed phenomenal changes hitherto inexperienced in our history. Business complexity and competition has reached unprecedented height such that the fortune of many product and services has changed over night. For example when the Central Bank of Nigeria (CBN) liquidity squeeze on banks became a major

threat to survival, banking as a service took a new face. Armchair banking gave way to more aggressive banking practices. Banking executives took the street to sell their services and canvass for depositor's fund. Today, many banking institutions are looking for aggressive marketing executives.

- (4) Sometimes, the need for strategic business planning that could permit the breaking of new grounds or the outwitting of the competitions may come from an effective manpower planning.
- (5) If organizations must grow and survive in the increasingly competitive business world, it must have no optimum of talented manpower. It is needless to say that talented and highly productive individuals are always in short supply and often require longer period of training. The current shortage in critical manpower skill, are bound to surface. Organizations that require such a high-level of skilled personnel must plan ahead for the needed manpower.
- (6) Human resource planning helps to avoid or minimize the usual chaotic problems of management succession created by either the sudden death or resignation of key executive. Human resource planning permits succession plan for replacement to be drawn up well in advance and be much known to all concerned.

2.5 TYPES OF MANPOWER PLANNING AND DEVELOPMENT:

There are many ways to classify plans. According to Okoye (1997), these could be thought of in terms of substance of planning, the variety of plan that is produce, and the value to be anticipated from planning.

Koontz etal (1980) classified manpower planning and put them in a hierarchy as below;

- (1) Purpose of mission:- The mission or purpose identifies the basic function or task of an enterprise or agency or any part of it.
- (2) Objectives:- This is the results towards which the organization activity is directed.
- (3) Strategies: This is used in the military to mean plan made in the tight of what is believed on adversary might not be so. The purpose of strategies then is to determine and communicate through a system of major objectives and policies a picture of what kind of enterprises is envisioned.
- (4) Policies:- Hicks and Gullet (1981), define policies general statement that guide decision making. Within the framework existing or anticipated resources.

(5) Budget:- Agu (2003), budget are statement of financial resources, the budget is necessary for control but cannot serve as a sensible standard of control unless it reflects plan.

2.6 **OBJECTIVE OF AN ORGANIZATION:**

According to Obi (2005), objective can be defined as the end result of every activity and they are result business expects to achieve. These results are to motivate their workers and raise their morale, accomplished their goal and thereby helping to increase productivity to improve competitive advantages.

It also involves work towards a common goal. This helps to provide the sense of unity, harmony and accomplishment that are wanted for co-operative efforts.

To maximize profit, which comes by increasing market shares through expansion, also to provide a conducive marketing environment which will create employee satisfaction, commitment and expand business opportunities?

2.7 EFFECTS OF MANPOWER PLANNING AND DEVELOPMENT:

According to Agu (2003), Manpower planning and development gives the organization a sense of direction and purpose. Thus, the consistent guides needed in resources allocations are used in performing other activities are provided.

It increases the skill of a manager in accurate decision making and thereby reduces the chances of mistakes and errors. It also reduces waste of materials, time and money.

According to Obi (2005), manpower planning and development is used to anticipate problems and take corrective action before they become menace to the organization operations and to co-ordinate all significant activities so that personnel, facilities and materials can be made available at required time.

It also minimizes redundancy, duties and correctly helps to allocate duties and positions in business. It set a precise practicable and understandable manner in the organization. It provides the means of integrating and viewing the organization as well as visualizes how the overall goals are interrelated in achieving the overall goals rewarding subordinates.

According to Drucker (1954) defines it as a means of using subordinates. It is a means of using goals to motivate people rather than to control them.

2.8 ENVIRONMENTAL FACTORS THAT INFLUENCE MANPOWER PLANNING AND DEVELOPMENT IN NIGERIA:

- (1) Educational factor:- The pursuit of wrong policy or a shift in the educational policy of a country can cause a shortage in manpower requirement of a nation. This is in the case of developing countries where the educational policies had focused on the training of administrative personnels to the neglect of their technical counterpart. The result is that, the colonial masters had to escort their labour in the areas of scarcity to the former colonies thereby getting employment for their nationals.
- (2) Technological factors:- With change in technology, there must be change in skill requirements of industries. Many jobs are being deskilled because many factories, apart from manufacturing new parts are decommissioning old ones while many joinery workers are now factory maids. Therefore a change in the technology employed in an organization or in any arm of the enterprise or the use of semi-finished

product will have definite effect on human resources, especially on their occupation and skill.

- (3) Social change or factors:- Experience has shown that many youths, do not want to remain in rural areas but want to go to the urban centres where they can enjoy social amenities provided by the government. Where there is a dearth of labour for the industries located in the rural areas, there is excess for those in the urban areas.
- (4) Economic factors:- Economic also play an important role in the labour supply and mobility in any country. In the case of early 1970's that is immediately after the civil war for instance, there was a general reconstruction and rehabilitation, and the Nigerian economy was growing fast. This lead to more employment competition and some skills become scarce.
- (5) Political changes:- A change in government in this country usually put fear in organization or enterprises as the policy statements of successive government create one hardship or the other for industries and some time disrupt continuity.

2.9 SUMMARY OF LITERATURE REVIEW:

Manpower planning and development is a leading function of management. This is because manpower planning and development determine the premises and direction of activities on the organization failure to plan to lead the organization without focus and direction, and in effect results in stunted growth and eventual extermination. It suffices to say that organizational performance largely depends on the quality of plans.

Good manpower depends on the orientation and skill of the manager. To assist managers enhance their planning skills management experts have recommended among others the application of scientific decision making process and the understanding that manpower planning and development is a continuous exercise which has to be followed in a systematic, objective and step by step manner, an indebt understanding about the classification, types of plan and why plan fail, further equips the manager to develop realistic plans. Two important modern approaches to manpower planning and development, strategic manpower and management by objectives and the need to understand the dynamics of planning and to integrate plan at various levels of the organization into a comprehensive and unified system and purpose. Manpower planning and development is not an event that steps abruptly. It is an ongoing process that reflects and adapts to changes on the

environment. It is a fundamental and primary management function. It is the head that drags the other management functions. It involves setting of goals and training personnel in order to achieve these goals. In otherwords, it is a process of selecting enterprise objective or department goals and devising means of accomplishing them. Effective manpower planning will ask the following question: where do we start from? Where do we go from the starting point? What do we go there to do? Who goes with us? What do we go with? These questions are necessary because without them managers cannot work with people and resources effectively.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY:

This chapter is designed to present the overall design and methodology of the study. The chapter contains the methods for obtaining data, which enabled the researcher test hypothesis or answer research questions.

3.1 RESEARCH DESIGN:

The researcher adopts a descriptive approach, which enables the researcher to gather analysis and interpret the set of data, which were used for explanation of underlying factors that surround the need of this research work.

Survey approach was used because it helped the researcher in the collection of data using questionnaire, which involves mainly the fieldwork of this study.

3.2 AREA OF STUDY:

This research focuses on the effect of manpower planning and development as an effective tool for achieving organizational objectives in Star Paper Mill Ltd Aba. The scope does not include other firms in Aba.

3.3 POPULATION OF THIS STUDY:

The population of this study is made up of the entire staff of Staff Paper Mill Ltd, Aba. The population is hundred; this number is made up of workers in the firm. Twenty of the workers are from warehouse department while the remaining eighty are from production department.

3.4 SAMPLING AND SAMPLING TECHNIQUE:

The simple random method was used. This type of sampling makes provision for every subject in population by giving it an equal chance of appearing in the selection. This method will enable us to obtain reliable and valid response. It is also most suitable because the sampling size is small and avoids bias in the results obtained, it ensures accuracy. It is also practicable economical and convenient.

The sampling size of the population is 100% of the research population which are equally hundred workers. This was drawn from the firm in question which involves workers from the following departments,

accounting, administration, marketing, warehouse and production department of the aforementioned organization under study.

The sampling size will be generalized by using the formula;

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

Where N = Population

E = Tolerable error

Assuring that 5% is the tolerable error

$$\frac{100}{1 + 100(0.05)^2}$$

$$= \frac{100}{1 + 100(0.0025)}$$

$$= \frac{100}{1 + 0.25} = 80$$

Sampling size = 80

Department sampling size

The department will be generalized by using this formula;

$$\frac{SS \times D}{N}$$

Where SS = Sampling size

D = Number of workers in the department

N = Population of the whole organization

Accounts department	(20)	=	$\frac{80 \times 20}{100}$	= 16
Administrative department	(20)	=	$\frac{80 \times 28}{100}$	= 22.4
Marketing department	(20)	=	$\frac{80 \times 20}{100}$	= 16
Warehousing department	(10)	=	$\frac{80 \times 10}{100}$	= 8
Production department	(22)	=	$\frac{80 \times 22}{100}$	= 17.6
16 + 22.4 + 16 + 8 + 17.6		=	80	

3.5 INSTRUMENT OF DATA COLLECTION:

The researcher made use of the following for data collection;

- (1) Interview
- (2) Questionnaire
- (3) Observation

INTERVIEW: This implies a face to face discussion between the interviewer and the interviewee. There, verbal responses to questions are obtained. In other words; the researcher used face – to – face discussion with the members of the organization.

QUESTIONNAIRE: This involves a set of question which relates to the purpose of the study and the hypothesis to be verified. The questionnaire

was divided into two sections. Section A and B, Section A contains personal data of the respondent such as sex, marital status, qualification e.t.c. Section B contains questions that requires both direct and indirect answers, which requires the respondent to tick the one that appeals him most.

OBSERVATION: Observation for the purpose of data collection having direct contact with the system where the observation takes place.

3.6 METHODS OF DATA ANALYSIS:

In carrying out this study, the data collected through the responses given in the questionnaire will be analyzed with the use of statistical method like tabulations, percentage and chi-square test.

The importance of using tabulation cannot be over emphasized by detailing the data gathered into meaningful groups, which enables the researcher to understand and to prepare qualitative data for the sake of easy understanding and their significant value appreciated.

The percentage analyzed was also of great importance in calculating the total responses and in response based on percentage scores. The chi-square (χ^2) is presented by using the formula;

$$\chi^2 = \frac{\sum E (O - E)^2}{\sum E}$$

Where O = Observed frequency

E = Expected frequency

The degree of freedom is determined by the use of formula $(r-1)(c-1)$. The level of significance for testing the hypothesis will be 95% that is 0.95.

DECISION RULE OF CHI-SQUARE

The null hypothesis of independence may be rejected at the α level of significance if the computed value of χ^2 exceeds the critical value of chi-square for $(r-1)(c-1)$ degrees of freedom.

CHAPTER FOUR

4.0 PRESENTATION AND ANALYSIS OF DATA

4.0 INTRODUCTION

This chapter intends to present, analyze and interpret the data obtained from the questionnaire for the purpose of this analysis, statistical method of presentation was used. It also involved the use of average and percentile for each response given.

Out of ninety five questionnaires distributed to the different categories of workers from different department of Star Paper Mill Ltd, Aba, a total number of seventy were well completed and were rejected. The researcher decided to work with the seventy copies that were well competed, the number was believed to be a good size for the validity and reliability of the study.

SECTION (A) PERSONAL DATA

Table 4.1 Sex Distribution of the Respondents

Options	Respondents	Percentage (%)
Male	30	43

Female	40	57
Total	70	100

Source: field survey 2012.

From the above it is noted that 30 respondents representing 43% were male while 40 respondents representing 57% were female.

Table 4.2: Marital Status of Respondents

Options	Respondents	Percentage (%)
Single	30	43
Married	40	57
Total	70	100

Source: Field survey 2012.

The table 2 above showed that 57% of the total respondents are married while 43% of them are still single.

Table 4.3: Departments of the Respondents

Options	Respondents	Percentage (%)
Accounts	13	19
Warehouse	10	14
Administration	18	26
Marketing	15	2

Production	14	20
Total	70	100

Source: Field survey 2012.

From table 4.3 above 25.7% of the respondent are from administrative department, 21.4% are from marketing followed by production with 20%, 18% are from warehouse department and 14.3% are from account department.

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.

from table 4.4 above, masters degree and above holders are represented by 30 person(43%), 20 are HND/B.Sc holders (28.6%), 13 are G.C.E. holders (18.5%), while 7 are F.S.L.C. holders (10%).This shows that majority of the respondents sampled for this study are master degree holders.

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.

From table 4.5 above, 5 respondents representing 7% belong to the age group of 17-22 years, 10 respondents representing 14% belong to the age group of 23-27 years, 25 respondents representing 36% belong to the age of 28-32 years old, while 30 respondents representing 43% belong to age group of 33 years and above. This shows that majority of the respondents sampled for this study are 33 years and above.

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.

From the question 1, 40 respondents representing 57% are from commercial department, 20 respondents representing 29% are in manufacturing department while 10 respondents representing 14% are in service department. This shows that majority of the respondents sampled for this work are in commercial department.

Research question 2

Table 4.7: who does the manpower planning of your department?

Options	Respondents	Percentage (%)
Sectional heads	25	36
Departmental personnel	35	50
All members of department	10	14
Total	70	100

Source: Field survey 2012.

Question2 indicated that 25 or 36% respondents sectional heads, 35 or 50% respondents are departmental personnel while 10 respondents representing 14% are all members of department.

Research question 3

How do you rate your work place generally?

Options	Respondents	Percentage (%)
Highly conducive	40	57
Conducive	25	36

Not conducive	5	7
Total	70	100

Source: Field survey 2012.

From the question 3 above, 40 or 57% respondents are highly conducive, 25 or 36% respondents are conducive while 10 or 14% are not conducive.

Research question 4

Do you agree that adequate time is needed in preparing for effective manpower planning?

Options	Respondents	Percentage (%)
Agreed	30	43
Strongly agreed	35	50
Disagreed	5	7
Total	70	100

Source: Field survey 2012.

From the question 4 above, 30 respondents representing 43% agreed that adequate time frame is needed in preparing for effective manpower planning while 35 with 50% strongly agreed and 5 with 7% disagreed.

Research question 5

Does previous manpower serve as a good base in determining the new manpower plan?

Options	Respondents	Percentage (%)
Agreed	40	57
Partially agreed	20	29
Disagreed	10	14
Total	70	100

Source: Field survey 2012.

From the question 5 above, it was observed that 40 or 57% of the respondents agreed that previous manpower serve as a good base in determining the new manpower planning, 20 or 29% of the respondents partially agreed and 10 or 14% disagreed.

Research question 6

How do you rate job satisfaction in your present employment?

Options	Respondents	Percentage (%)
Very good	45	64
Average	15	22
Below average	10	14
Total	70	100

From the question 6 above, it was discovered that 45 or 64% are very good in rating job satisfaction in present employment, 15 or 21% are average while 10 or 14% are below average.

Research question 7

Which of the following is considered to be the principal of manpower planning and development?

Options	Respondents	Percentage (%)
Consistency	10	14
Simple to understand	10	14
Clearly defined objectives	10	15
All of the above	40	57
Total	70	100

Source: Field survey 2012.

From the question 7 above, 40 respondents representing 57% considered all of the above to be principal of manpower planning while 10 or 14% respondents are for consistency, simple to understand and clearly defined objectives.

Research question 8

Do you agree that none manpower planning adversely affect the employee’s performance?

Options	Respondents	Percentage (%)
Strongly agreed	40	57
Agreed	25	36%
Disagreed	5	7.2
Total	70	100

Source: Field survey 2012.

From the question 8 above 40 or 57% respondents strongly agreed that none manpower planning and development adversely affect the performance of the organization, 25 or 43% respondents agreed on the opinion while 5 or 7 respondents disagreed.

Research question 9

Do you agree that manpower planning is necessary for an organization to carry out duties effectively?

Options	Respondents	Percentage (%)
Agreed	60	86
Disagreed	10	14
Total	70	100

Source: Field survey 2012.

From the question 9 above, t

he table showed that 60 or 86% respondents strongly agreed that manpower planning is necessary for an organization to carry out their duties effectively while 10 or 14% respondents simply disagreed. This is an indication that manpower planning helps management of organization to perform their duties effectively.

Research question 10

Do you agree that manpower planning and development makes organization less difficult?

Options	Respondents	Percentage (%)
Strongly agreed	35	50

Agreed	25	36
Disagreed	10	14
Total	70	100

Source: Field survey 2012.

In question 10 above, 35 respondent that is 50% respondent indicated that they strongly agreed to the fact that manpower planning makes organizing less difficult, 25 respondents with 36% agreed while 10 with 14% disagreed.

Research question 11

In your opinion does manpower planning and development aid faster and better attainment of organizational objectives?

Options	Respondents	Percentage (%)
Yes	40	57
Partially no	20	29
No	10	14
Total	70	100

Source: Field survey 2012.

From the question 11 above, 40 respondents that is 57% of the respondents said yes with full confidence that manpower planning and development aid faster and better attainment of organizational objectives, 20 or 29% respondents partially said yes while 10 or 14% said no. this indicated that manpower planning aid faster and better attainment of organizational objectives.

Research question 12

Is manpower planning an effective tool necessary for management?

Option	Respondent		Total
	Yes	No	
Senior staff	45	10	55
Managers	10	5	15
Total	55	15	70

Source: Field survey 2012.

From the question 12 above, the information on the table indicates that 55 respondents of both senior staff and managers agreed that manpower planning is necessary for management development while 15 respondents

disagreed on the assertion. This shows that employees feel that with manpower planning and development managerial skills will be acquired.

Research question 13

What benefit can the company derive from manpower planning and development?

Options	Respondents	Percentage (%)
Managerial development	30	43
Employee's satisfaction	35	50
No benefit	5	7
Total	70	100

Source: Field survey 2012.

From the question 13 above, 30 respondents representing that manpower planning leads to managerial development and 35 respondents representing 50% indicated that manpower planning and development leads to employee's satisfaction. Only 5 respondents representing 7% indicated that there is no benefit derivable from manpower planning and development.

Research question 14

Are you prepared to bear the risk associated with manpower planning and development?

Options	Respondents	Percentage (%)
Fully	40	57
Partially	20	29
Not at all	10	14
Total	70	100

Source: Field survey 2012.

From the question 14 above, the data shows that 40 or 57% respondents would full be prepared to bear the risk associated with manpower planning and development while 20 or 28% would partially be prepared be bear to the risk associated with manpower planning and development and only 10 or 14% respondents would not at all be prepared to bear the risk associated with manpower planning and development.

4.4 TESTING OF HYPOTHESIS

Hypothesis can be the, beliefs or assumptions put forward by someone for the purpose of helping and guiding in arriving at reasonable conclusion. In order to be able to test these hypothesis statistically, they must however be formulated in a testable form with operational definition of the proposed relationship. The statistical hypotheses are the null hypothesis (Ho) and the alternative hypothesis (Hi)

The null hypothesis (Ho) is the hypothesis that is tested, while the alternative hypothesis is the alternative available when the null hypothesis has to be rejected.

For this research work, the researcher shall use the chi-square of analysis from sample test. The tests of these hypothesis are approached by the use of the method at 0.95% level of significance.

DECISION RULE

At 0.95 level of significance, reject null hypothesis, if the computed value of X^2 exceed critical value of X^2 for $(r - 1) (c - 1)$ degree of freedom. That is if the computed value of X^2 is less than critical value, accept the null hypothesis

The chi-square formula

$$X^2 = \frac{\sum (O_i - E_i)^2}{E_i}$$

TESTING OF HYPOTHESIS ONE

Ho: adequate time frame is not needed in preparing for effective manpower planning and development.

To test this hypothesis, question nine in the questionnaire is to be used which asked, do you agree that adequate time frame is needed in preparing for Effective manpower planning and development?

Response	Manager HOD	Supervisor	Staff	Operation workers	Total
Agreed	2	3	2	15	22
Fairly agreed	0	1	5	8	14
Strongly agreed	3	10	12	4	29
Disagreed	0	1	1	3	5
Total	5	15	20	30	70

Source: Field work 2012

Chi-square formula

$$X^2 = \frac{\sum (O_i - E_i)^2}{E_i}$$

Expected frequency = $\frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$

Grand total

Contingency Table

O	E	O-E	(O-E)²	(O-E)² E
2	1.57	0.43	0.18	0.11
3	4.71	-1.71	2.92	0.62
2	6.29	-4.29	18.40	2.93
15	9.43	5.57	31.02	3.29
1	1	-1	1	1
1	3	-2	4	1.33
5	4	-1	1	0.25
8	6	2	4	0.67
3	2.07	0.93	0.86	0.42
10	6.21	3.79	14.36	2.31
12	8.29	3.71	13.76	1.66
4	12.43	-8.43	71.06	5.72
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
				21.155

$$X^2 \text{ cal} = 21.155$$

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

$$(4 - 1)(4 - 1) = 3 \times 3 = 9$$

9 degree of freedom

$$X^2 = \text{Tab using } 0.05 \text{ level of confidence} = 16.919$$

Decision rule: Reject H_0 : If $X^2 \text{ cal} > X^2 \text{ Tab}$.

Conclusion: Since $X^2 \text{ cal} = 21.155$ is greater than $X^2 \text{ Tab} = 16.919$. We therefore reject null hypothesis; H_0 : and accept alternative hypothesis and therefore conclude that adequate time frame is needed in preparing for effective manpower planning and development

TESTING OF HYPOTHESIS TWO

H_0 : Adequate finance is not needed in preparing effective manpower planning and development.

H_1 : Adequate finance is needed in manpower planning and development.

To test this hypothesis, question number twenty in the questionnaire preparing for effective manpower plan require adequate finance.

OBSERVED FREQUENCY TABLE

RESPONSE	MANAGER HOD	SUPERVISOR	STAFF	OPERATION WORKERS	TOTAL
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Agreed	2	3	2	15	22
Fairly Agreed	1	1	5	8	15
Strongly Agreed	2	10	12	4	28
Disagreed	0	1	1	3	4
Total	5	15	20	30	70

Source: Field work 2012

$$X^2 = \sum \frac{E_i (O_i - E_i)^2}{E_i}$$

ef

$$\text{Expected frequency} = \frac{\text{Row total} \times \text{Column}}{\text{Grand Total}}$$

Contingency Table

O	E	O-E	(O-E)²	$\frac{\text{(O-E)}^2}{\text{E}}$
2	1.57	0.43	0.18	0.11
3	4.71	-1.71	2.92	0.62
2	6.29	-4.29	18.40	2.93
15	9.43	5.59	31.02	3.29
1	1.07	-0.07	0.005	0.005

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

Degree of freedom = $(r - 1) (c - 1) = (4 - 1) (4 - 1)$

X^2 tab using 0.05 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.

TESTING OF HYPOTHESIS THREE

Ho: previous manpower plan serve as a good base in determining the new manpower plan.

To test this hypothesis; question ten is to be used which ask that does previous manpower plan serve as a good base in determining the new manpower plan.

OBSERVED FREQUENCY TABLE

RESPONSE	MANAGER HOD	SUPERVISOR	STAFF	OPERATION WORKERS	TOTAL
Agreed	2	3	2	14	21
Fairly Agreed	0	1	5	8	14
Strongly Agreed	3	10	12	5	30
Disagreed	0	1	1	3	5
Total	5	15	20	30	70

Source: Field work 2012

$$X^2 = \frac{\sum (O - E)^2}{E}$$

$$\text{Expected frequency} = \frac{\text{Row total} \times \text{Column}}{\text{Grand Total}}$$

Contingency Table

O	E	O-E	(O-E)²	(O-E)² E
2	1.5	0.5	0.25	0.17
3	4.5	-1.5	2.25	0.5
2	6	-4	16	2.67
14	9	5	25	2.78
0	1	-1	1	1
1	3	-2	4	1.33
5	4	0	0	0
8	6	-1	1	0.17
3	2.14	0.86	0.74	0.35
10	6.43	3.57	12.74	1.98
12	8.57	4.43	19.62	2.29
5	12.86	-5.86	34.33	2.67

0	0.36	-0.36	0.13	0.36
1	1.07	-0.07	4.9	4.58
1	1.43	-0.043	0.18	0.13
3	2.14	0.86	0.74	0.35
				21.33

$$X^2 \text{ cal} = 21.33$$

$$X^2 \text{ cal} = 21.33$$

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

$$3 \times 3 = 9$$

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

Decision rule: Reject H_0 : if $X^2 \text{ cal} > X^2 \text{ tab}$

Conclusion: Since $X^2 \text{ cal} = 21.33$ is greater than $X^2 \text{ Tab} = 16.919$, therefore reject H_0 : and accept H_1 : Which states that previous manpower plan serve as a good base in determining the new manpower plan.

4.5 DISCUSSION OF THE FINDINGS

From the data analysis, it revealed that Manpower Planning and Development has an effect in achieving organizational goals and objectives.

It also discovered that lack of manpower planning and development,

psychological fear, inadequate time, are considered to be problems hindering effective manpower planning and development. Management should be contacted while preparing for new manpower planning and development in order to avoid mistake.

Hence, the success of any organization depends on the quality of it's human resources planning.

CHAPTER FIVE

5.0 SUMMARY CONCLUSION AND RECOMMENDATION

Despite the emphasis that has been laid on effective manpower planning and development, many organization still faces more problems in preparing for an effective manpower planning and development. The problems were highlighted below.

There was an increase of waste of material, time and money in the organization operations. The organization has no interpretation of what each segment of the organization must do as every function was integrated with all related activities and this resulted to gaps and duplications of work. There were no clear-cut policies for guidance and coordination of all personnel who were accountable for day-to-day executive decisions. There were established administrative controls in order to assure attainment of desired result on conformity with approved objectives, policies and programmes.

5.1 SUMMARY

The summary of the findings given by the researcher was based on the knowledge and information gathered through the analysis of the

questionnaires and interviews conducted in the organization, where she discovered that adequate finance was needed for field work.

Also, the researcher was able to determine if Star Paper Mill Ltd embarks on manpower planning or not. The answers provided by the respondents showed that the company knows very well about manpower planning and development and its importance and thus makes organizing less difficult and taster. And therefore, it enhances better attainment of organizational objectives and derives benefit form it.

It was discovered that manpower planning increases the skill of a manager in accurate decision making and thereby reduces the chances of mistakes and errors, it also reduces waster of material, time and money.

The researcher discovered that previous manpower plan serve as a good bases in determining new manpower planning and also that adequate time frame is needed in preparing effective manpower planning.

Moreso, it was discovered that risk and uncertainty was minimized by manpower planning and this is needed more to day than before as social and economic condition alter very quickly and careful manpower planning enables an organization to prepare for change. Manpower planning helps the organization to define its purposes and activities. It enables performance standards to be set and results can therefore be compared with the standard

to enable managers to see how the organization was proceeding towards its goals.

Furthermore, it was observed that manpower planning has direct effect on the overall work force and is also necessary for an organization to carry out their duties effectively.

The researcher found out that the company reacts very well to manpower planning and by so doing, have been able to survive the competition in the industry and in the market environment. In conclusion, by mapping out enough manpower planning time and resources, the managers were able to gather sufficient information that helped them.

5.2 DISCUSSIONS OF THE FINDINGS

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

- (i) Adequate time frame is needed in preparing effective manpower planning and development
- (ii) Adequate finance is required in preparing effective manpower planning and development
- (iii) Previous manpower plan serve as a good basis in determining the new manpower plan.

- (iv) The success of any organization depends on its human resources planning which is also known as manpower planning.

5.3 RECOMMENDATION

Based on the findings and conclusion from study impact of manpower planning as an effective tool for achieving organizational objectives, the importance of manpower planning cannot be over emphasized and as such manpower planning is absolutely necessary in accordance with good planning program for an organization to survive.

The following recommendations are made and directed to all those in management level in the nation as a whole. This recommendation will help to correct some of the mistakes and problems militating against the management functions of especially manpower planning.

- (1) Top management must participate fully in formulating the corporate / strategy and should not delegate it to their subordinate
- (2) Management should be using their previous manpower plan as a point of contact while preparing for new manpower planning in order to avoid mistakes.
- (3) Managers of all levels should participate in manpower planning since imposing manpower planning on managers without their

participation or opinion is a barrier to successful manpower planning.

- (4) Manpower planning should not be rigidly followed; it must be flexible in order to adjust incase of any environmental change.

5.4 LIMITATIONS

The findings of this work may not be generalized to all organization owing to some inadequacies in the design and execution of this research. The research was conducted using Star Paper Mill Ltd Aba as the case study. It's findings may be different from other studies conducted in other organizations especially those were manpower planning and development is neglected. Also the hypothesis formulated and tested for the purpose of this study may not have been inclusive enough, especially that the results provided may not be the same if different statistical tools instead of chi-square techniques is used to test the hypothesis.

5.5. SUGGESTION FOR FURTHER STUDY

The research is by no means conclusive. Many areas exist within the environment of Star Paper Mill Ltd Aba which requires further

studies. These also be beneficiary to other organizations similarly positioned and operationally so situated.

Thus, studies can be conducted in the following areas:

- ❖ Job performance and employees productivity
- ❖ Fundamental of small business management and entrepreneurship
Development
- ❖ Manpower Planning and Human need.

These and other areas not mentioned in this study due to the direction of this research and the suggested areas can be further researched to add to the knowledge.

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APPENDIX

Faculty of Management and Social
Science,
Department of Industrial Relations and
Personnel Management, Caritas
University Amorji Nike Enugu.
Date

Dear Sir/Madam,

REQUEST FOR FILLING OF QUESTIONNAIRE

I am a final year student of the above mentioned department and University as part of the requirements for the award of degree in the University, I am carrying out research project on “Manpower planning and development as an effective tool for achieving organizational goals A case study of Star Paper Mill Ltd, Aba)”

I hereby request you to please supply the information being sought for as stated in the attached questionnaire. Note that this research is just for academic work only and any information collected will be used as such.

Your response will be used in confidence and used solely for the study.

Thanks for your corporation.

Yours sincerely
Obi Chioma.

QUESTIONNAIRE

1. Sex male Female
2. Educational qualification
 - (a) No certificate
 - (b) F.S.L.S
 - (c) WASC/GCE
 - (d) HND/BS.C
 - (e) Masters and above
3. Number of years in Services
 - (a) Under two years
 - (b) 3-4 years
 - (c) 5-6 years
 - (d) 7-8 years
 - (e) 9 years and above
4. Marital status
 - (a) Single
 - (b) Married
 - (c) Divorced
5. Department
 - (a) Accounts
 - (b) Ware house
 - (c) Administration
 - (d) Marketing
 - (e) Production

6. In which of these categories does your business fall into?

- (a) Commercial
- (b) Manufacturing
- (c) Services

7. Who does the manpower planning operation of your department?

- (a) Sectional Heads
- (b) Departmental personnel
- (c) All members of department

8. How do you rate your workplace generally?

- (a) Highly conducive
- (b) Conducive
- (c) Not conducive

9. Do you agree that adequate time frame is needed in effective manpower planning and development?

- (a) Agreed
- (b) Fairly agreed
- (c) Strongly agreed

10. Does precious manpower planning serve as a good base in determining the new manpower?

- (a) Yes
- (b) No
- (c) Partially

10. How do you rate job satisfaction in your present employment?

(a) Very good

(b) Average

(c) Below average

12. Do you agree that none manpower planning and development affect the performance of the organization?

(a) Agreed

(b) Partially agreed

(c) Disagreed

13. Do you agree that manpower planning and development is necessary for an organization to carryout duties effectively?

(a) Strongly agreed

(b) Agreed

(c) Disagreed

14. Do you agree that manpower planning and development makes organization less difficult?

(a) Strongly agreed

(b) Agreed

(c) Disagreed

15. In your opinion does manpower planning and development aid taster and better attainment of organizational goal?

(a) Strongly agreed

- (b) Agreed
- (c) Disagreed

16. Is manpower planning development an effective tool necessary for management?

- (a) Yes
- (b) No
- (c) Partially

17. In your opinion, does manpower planning and development have direct effect on the overall work force?

- (a) Yes
- (b) No
- (c) Partially

18. What benefit can the company derive from manpower planning and development?

- (a) Managerial development
- (b) Employee satisfaction
- (c) No benefit

19. Are you prepared to bear the risk association with manpower planning and development as a manager?

- (a) Finally
- (b) Partially
- (c) Not at all

20. Do you agree that adequate manpower planning and development requires adequate finance?

- (a) Agreed
- (b) Strongly agreed
- (c) Disagreed

