

Human Resource Planning and Organizational Performance: A study of Telecom Companies in Port Harcourt

Nwachukwu, Precious Ikechukwu¹, Nchey, Gabriel Achukwu², Oshogbunu, Esther Ogochukwu³, Sokari, Ndomokidem Myra⁴

¹*Department of Petroleum Marketing and Business Studies, Federal Polytechnic of Oil And Gas Bonny, Rivers State, Nigeria*
^{2,3,4}*Department of Management, Ignatius Ajuru University of Education Rumuolumini, Port Harcourt, Rivers state, Nigeria*

Abstract: The study was to investigate the influence of Human resource planning on organizational performance. The objective of this research is to determine the influence of human resource planning on organizational performance in the telecom company in Port Harcourt. The study used a well structured questionnaire to obtain data from 160 top managers and middle level managers. Statistical package for social sciences (SPSS) version 23.0 was utilized for data analysis and regression analysis for the hypotheses. Findings from the study disclosed. HRP has a significant influence on organizational performance ($R=0.563$, $R^2= 0.318$, $P=0.000$). Furthermore, finding suggests that an effective human resource planning such as anticipating manpower factors of job satisfaction, understanding peoples need, utilization, motivation, compensation and training and development packages have the capacity to assist the organization in modifying the behavior, increase creativity and increase its workers level of innovativeness and commitment towards improving organizational performance. It was recommended that Companies should spend more on Human Resources; which can lead towards High performance achievement.

Keywords: Human Resource Planning, Organizational Performance, innovation, job satisfaction

I. INTRODUCTION

In recent years there has been changes in business world which had adverse effect on business performances. The impact of this, have propel management to strategically sort for ways to manage its limited resources. Among this resources, the most important of them according to (Ashwathappa 2002) is the human resource due to their dynamic nature (Khan,2010), thus, they are central to every organization and their performances is directly associated to quality and the quantity available at any given point of time and rendering their services to the organization. Therefore organizations are making sure that they are in the right quantity, quality, right time and place to facilitate work, by constantly planning ahead of time for them.

In the modern-day context, according to (Mills, 1985). Human resource planning occurs within the broad context of organizational and strategic business planning which entails anticipating and forecasting of manpower need, and possible ways to meet those need effectively. Man Power Planning is

making a decision in advance and strategically planning to meet the future requirements of man power in the organization. As process that entails interconnected activities, management human resource plan must continuously be modified to accommodate prevailing human resource changes in the organization.

Schuler and Macmillan (1984) noted that regardless of the type of organization, it is made up of human resource and thus, acquiring their services, developing their skills, motivating them to attain higher levels of performance and ensuring that they continue and maintain their commitment to the organization is indispensable towards achievement of management objective.

There is need to plan for the various resources such as human, material and time, etc, in order to achieve stated objectives.

In this globalized era, studies such as (Ake 2001, Ichniowski, 1995), have opined that the route to competitive advantage is achievable via human resource. Their studies is of the opinion that in a circumstances where identical Non-human element such as finance, raw materials, plants, technology, hardware and software are made available to competing organizations, the differences in economic performance between organizations can be attributed to differences in the performance of the organizations human resource (employees). Put in other way, the caliber of the human resources in an organization to a large extent determine the success or failure of an organization, thus, this gives the explanation for the justification to plan for, and develop the personnel in various department of the organization, so as to ensure the achievement of the organizational goal. There is need to plan for the human resources so as to have adequate supply of manpower available when needed to achieve stated objectives of the organization and increase general performances.

Wright and Gardner (2003) opined that human resource management practice has been changing rapidly in telecommunication sector of almost all over the world. Outcomes of those practices compelled managers to have satisfactory explanation to be aware of the workers attitude and behavior and methods which can enlarge their

performance. This is the rationale behind the adoption of telecommunication sector as its crucial point of research as the work on HR issues in port Harcourt is not encouraging .

Human resource planning was introduced because at previous times there was no suitable system of managing people within the organization and certainly while following the human resource management, top managers realized that the efficiency of work has increased and certainly there were some techniques and processes developed which can increase the organizational performance, then gradually the whole layout of human resource management was made and it was concerning the staffing needs, its demand and supply.

During the last decade, there has been an vast increase of major multinational telecom companies especially in the developing countries such as Nigeria . Furthermore, there has been a realization that the true strength of an organization lies within the organization's human resources. How well a firm is equipped with the tools and techniques of the art of hiring the best people, and developing and retaining them, determines which organization is going to lead the market. Therefore, job satisfaction of employees must be taken into consideration. Job satisfaction has been characterized as a worker's good or negative attitude toward his or her job (Keupp et al, 2012). According to yang (2010), relates to an employee's overall feeling of well-being at work. It's an internal condition based on a favorable or unfavorable assessment of the workplace and job-related events.

Job satisfaction may be a good indicator of how people feel about their employment and a predictor of work behaviors including organizational citizenship, absenteeism, and turnover, all of which contribute to the organization's success. Employee dissatisfaction, on the other hand, may result in less job dedication and excessive turnover in the organization which may likely low general performance. They may withdraw physically as well as emotionally or intellectually from the organization. As a result, poor levels of satisfaction may not only raise the likelihood of quitting, but also lower the employee's contribution to the firm (Lok & Crawford, 2003).An effective human resource plan is required to maintain and sustain employees commitment and job satisfaction.

Similarly, an organizational innovation is the execution of the novel organizational procedure in the industry organization practices, workplace business, or outside relations (Angel, et al, 2013). The telecom sector have made little or no impact in the last decade as workers in this sector have not reportedly lately of any creative nor innovative invention. Thakur, et al,(2012). View Organizational innovation as a serious outcome for the business and a foundation to create value .Thus having innovative workforce is a necessity for organizational survival.Human resource planning can strategically be used to achieve this singular objective of survival and performance, thus as a result of this, organizations are constantly in search of specialists in Human Resource Management that can be of

tremendous help in achieving the organizational human resource objective who can help organizations achieve these objectives.

Statement of Problem

Telecom businesses in port Harcourt, rivers state are faced with an increasing low organizational performance and employees turnover as a result of low level of innovativeness and employees job satisfaction. (Gray Dessler 2003), noted that that workers' quitting the organization and jumping from one to another and from there to some other is quiet common and the labor turnover rate is increasing yearly in the service industry and more so in the technologically dependant telecommunication firms especially in rivers state .The level of jobsatisfaction in this services sector is really declining as the rate of employees innovativeness can hardly be seen throughout this sector. Omodia, (2009) noted that the poor and lack of innovativeness by employees has over time increase the rate of attrition in the telecom sector in Nigeria which is very alarming , however, recent study by (Collins,1978) confirms that in the information technology sector, the attrition rate has come down to 27% from 30% 40% existing in the year 2005, showing that the 05 years down the line the attrition rate has just marginally reduced but still it poses a major concern for the information technology firms. Hartmann (2006)noted that there is need for a formal man power plan due to the general increase in the size of business enterprises to meet the increasing needs of the domestic and international market. Regrettably most telecommunication firms have failed to understand the essence of planning for maintaining and ,procuring personnel with necessary experience, skills, knowledge, work experience and right positive attitude to work in the organization, making provisions and furcating for issues of high turnover, manpower deficiency and surplus in the organization. A number of studies such as (Omodia, 2009; Ake 2001; Susan et al 1990) have all tried to suggest a solution to these ailing performances as a result of organizational human resource planning. It is base on this background that the study set-out to empirically examine the effect of human resource planning on organizational performances of telecom companies in Port Harcourt.

Objectives of the Study

The following of the study:

- i. To examine the effect of HRP on organizational performance in telecom companies in port Harcourt.
- ii. To investigate the influence of HRP on employees innovativeness in telecom companies in Port Harcourt.
- iii. Examine the relationship between HRP and employees job satisfaction in telecom companies in Port Harcourt.

Hypotheses

The following are some hypotheses which were developed for the study:

- Ho1:* HRP has no significant relationship on organizational performance in telecom companies in Port Harcourt
- Ho2:* There is no significant relationship between human resource planning and employees innovativeness in telecom companies in Port Harcourt
- Ho3:* HRP has no significant relationship on job satisfaction in telecom companies in Port Harcourt

II. METHODOLOGY

This research is about human resource planning in telecom companies in Port Harcourt using a descriptive design method. The unit of analysis is on workers. A well structured questionnaire was used to collect data from staff in some telecom companies in Port Harcourt. Among the telecom companies in Port Harcourt, we visited more than 50 offices including head offices of telecom companies. The population of this study is 180 workers of telecom companies in Port Harcourt. However, only 160 questionnaires returned was useful in this study. 60 top managers which are directly involved in the implementation of Human Resource Planning (HRP) ticked correctly. And the remaining 100 questionnaires was ticked by middle level HR managers and lower level staff of the Organizations..furthermore 160 of the respondent was found useful which constituted the sample size and used for further analysis. The question was administered online via whatsapp group of each of the categories (top level managers and middle level managers) with the aid of the HR manager of each of the branch visited and retrieves within three (3) weeks. The questionnaire was structured in five (5) sections (Section A – E). Section A compose the demographical variables of the respondents, Section B contains five (5) essential questions on human resource planning, Section C contain major questions on organizational performance , Section D contains relevant employees innovativeness ,E contains suitable questions on job satisfaction . Analysis was based on some statistical tools (SPSS version 23) using Pearson product correlation moment for the regression analysis.

III. DATA PRESENTATION AND INTERPRETATION

Hypothesis One

Restatement of Hypotheses

Ho1: HRP has no significant relationship effect on organizational performance in telecom companies in Port Harcourt

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.563 ^a	.318	.297	7.23857
a. Dependent Variable: Organizational performance				

b. Predictors: (Constant), Human resource planning						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	804.444	1	804.444	15.353	.000 ^b
	Residual	1729.099	33	52.397		
	Total	2533.543	34			
a. Dependent Variable: Organizational performance						
b. Predictors: (Constant), Human resource planning						

b. Predictors: (Constant),	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	88.417	6.973		12.680	.000
	Human resource planning	1.088	.278	.563	3.918	.000
a. Dependent Variable: organizational performance						
b. Predictors: (Constant), Human resource planning						

Interpretation

Table 3: above explains the results of the regression analysis on the influence of HRP on organizational performance. The analysis revealed that HRP has a significant influence on organizational performance (R=0.563, R²= 0.318, P=0.000). This suggests that HRP can predict and explain variations in organizational performance. For any variation or changes that may occur in organizational performance, HRP accounted for 31.8% (R²= 0.318) while the remaining 68.2% can be explained by other factors that are not captured in the model. Also, the F-values statistics (15.353) shows that the overall equation is significant at (Sig. level=0.000; P< 0.05). The influence of HRP on organizational performance is significant since significant level is 0.000 which is less than 0.05. The decision will be to reject the null hypothesis that states that HRP has no significant relationship on organizational performance in telecom companies in Port Harcourt and accept the alternate.

Ho2: There is no significant relationship between human resource planning and employees innovativeness in telecom companies in Port Harcourt

		Human resource planning	Employees innovativeness
Human resource planning	Pearson Correlation	1	.594**
	Sig. (2-tailed)		.000
	N	160	160
Employees innovativeness	Pearson Correlation	.594**	1
	Sig. (2-tailed)	.000	
	N	160	160

** . Correlation is significant at the 0.05 level (2-tailed).

Interpretation

Table 4 above reveal the output of correlation analysis carried out to check the relationship between HRP and Employees innovativeness. The result reveals that there is a strong relationship between Human resource planning and Employees innovativeness with r value 0.594 (59.4%) and p value of 0.000 which is less than 0.05 level of significant. This suggests that there is a strong and positive relationship between Human resource planning and Employees innovativeness which is significant since p value is 0.000 which is less than the 0.05 level of significant. The decision will be to reject the null hypothesis and accept the alternate hypothesis. This suggest that an effective human resource planning through its training and development packages have the capacity to assist the organization in modifying the behavior, increase creativity and increase its workers level of innovativeness.

H03: HRP has no significant relationship with job satisfaction in telecom companies in Port Harcourt

		Human resource planning	job satisfaction
Human resource planning	Pearson Correlation	1	.401**
	Sig. (2-tailed)		.003
	N	160	160
job satisfaction	Pearson Correlation	.401**	1
	Sig. (2-tailed)	.003	
	N	160	160
**. Correlation is significant at the 0.05 level (2-tailed).			

Interpretation

Table 5: Above shows the result of correlation analysis between HRP and job satisfaction. The table shows that there is a moderate relationship between the dependent variable and independent variable with r value =0.401(40.1%) and p value 0.003. This means that the relationship is moderate at 0.003 level of significance which is less than 0.05. This implies that the null hypothesis earlier stated that there is no significant relationship between HRP and job satisfaction will be rejected and alternate hypothesis that states that HRP has a significant relationship with job satisfaction in telecom companies in port Harcourt will be accepted. This implies that the level of workers commitment, motivation and satisfaction within the work environment is as a function of how the management of a firm manages and organizes the HRP exercise so as to boost the morale in such a way that will elevate individual productivity.

III. CONCLUSION

From the study it was observed that human resource management is compulsory and a strategic component and the modern practices of human resource management (HRM) that can make an organizations employee more capable and distinctive for their work, the purpose of this research was to check the performance of telecom companies in Port Harcourt, especially when effective human resource planning is implemented in the organizations.

From the study it was observed that human resources planning have positive and a significant relationship with organization performance. As organization frequently plan for both short – time and long term human resource in the firm, it enable the firm to source how to break even in business ,increase the level of innovation ,increases its marketing share and overall profitability . Furthermore, as employees need are being planned for, carter for and supplied, there are tendencies that employees become more satisfied with their jobs which leads to commitment and thus, the performance level increases .Also when the workers are committed to their job, there are tendencies that their level of creativity increase which thus creates for innovation in the organization. It is therefore concluded that the extent of organizational performance, is as a function of the effectiveness of human resource planning practices it adopt. Therefore, human resource planning should be view as one of the strategic management corporate tools in this face of dynamic business era to maintain, retain and increase employees’ performance and the general organizations performance in the telecom business sector.

IV. RECOMMENDATIONS

From the study the following recommendations was stated below

1. It is recommended that telecom companies should critically review their human resource planning method and ensure that it accommodate not only developing and training program but it should be tailored to organizational need.
2. We recommend that organizational performance measures such as job satisfaction, use of technology to enhance skills and efficiency and employees motivation should be taking cognizance of , so as to constantly increase performances in the organization
3. It is therefore, also recommended that a holistic approach should be conducted regularly to ascertain the level in which workers innovative and creativity are utilized in the organization and provide necessary environment to support it through manpower planning .

REFERENCES

[1] Ake, C. 2001, Democracy and development in Africa, Ibadan: Spectrum Books Limited.
 [2] Ashwathappa, K., (2002), human Resources & personal Management, (4th Ed) Hill Publication.

- [3] Collins, R. R., (1987). The strategic contributions of the human resource function. *Asia Pacific Journal of Human Resources*; 25,(5): 5-20.
- [4] Schuler, R. S and Macmillan, I. C., (1984). Gaining competitive advantage through human resource management practices. *Human Resource Management*; 23, (3):241-256.
- [5] Gary Dessler (2003), *Human Resources Management*, (3rd Ed) Prentice Hall.
- [6] Hartmann, A. (2006). The role of organizational culture in motivating innovative behavior in construction firms. *Construction Innovation*, 6 (3), 159-172.
- [7] Mills ,D. Q. (1985). Planning with people in mind, *Harvard Business Review*, 97-105
- [8] Kaplan, M., Ogut, E., Kaplan, A., & Aksay, K. (2012). The relationship between job satisfaction and organizational commitment: The case of hospital employees. *World Journal of Management*, 4(1), 22-29.
- [9] Keupp, M. M., Palmie, M., & Gassmann, O. (2012). The strategic management of innovation: A systematic review and paths for future research. *International Journal of Management Reviews*, 14, 367–390.
- [10] Khan, M. A., (2010). Effects of human resource management practices on organizational performance. An empirical study of oil and gas industry in Pakistan. *European Journal of Economics, Financial and Administrative Sciences*, 24, (158):1450-2275.
- [11] Lok, P. & Crawford, J. (2003). The effect of organizational culture and leadership style on job satisfaction and organizational commitment: A cross-national comparison. *Journal of Management Development*, 23:321-338.
- [12] Omodia, S. M. 2009, Manpower development in Nigeria: conceptual and methodological perspectives, *Journal of Social Sciences*, 18(2):113-117
- [13] Sunil, J. R., (2003). Measuring human resource management's effectiveness in improving performance. *Human Resource Planning*; 26, (1): 51-66.
- [14] Susan, E Jackson & Randall, S.S., (1990), HRP Challenges for Industrial /Organizational Psychologists, *American Psychologists*, 45(2):220 - 223.
- [15] Yang, J. T. (2010). Antecedents and consequences of job satisfaction in the hotel industry. *Journal of Hospitality Management*, 29(4), 609-619.