

MANPOWER PLANNING AND ORGANISATIONAL PRODUCTIVITY
(A STUDY OF PZ CUSSONS NIGERIA PLC- LAGOS)

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**BEING A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF BUSINESS
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DECLARATION

I hereby declare that this project report written under the supervision of Dr. Ogundele is a product of my own research work. Information and data obtained from various sources have been rightly acknowledged in the text and list of references provided. This research project has not been previously presented anywhere for the award of any degree or certificate.

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CERTIFICATION

I certify that this research project titled: **MANPOWER PLANNING & ORGANISATIONAL PRODUCTIVITY (A CASE OF PZ CUSSONS NIGERIA PLC)** was carried out by **Okoye Onyeka Stephen** of the department of Business Administration, Mountain Top University, Ogun State, Nigeria under my supervision.

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DEDICATION

This project work is dedicated to the creator of heaven and earth, the Almighty God.

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I give appreciation to Almighty God who has seen me through my years in this school and without whom I would have not have gotten this far.

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Abstract

Organisational productivity is contingent on diverse factors at any given point in time. Past studies had examined organisational productivity with little or no attention to manpower planning. On this basis the study examined the influence of manpower planning and organisational productivity (A Case of PZ Cussons Nigeria Plc).

Synthesis of Resource Based View [RBV] and Human Capital theories provided the framework. Research designs were both exploratory & survey. A multistage sampling technique consisting of purposive, stratified & simple random sampling were employed. The sample size was 210 and data collection instrument was questionnaire. While 75.0% of the respondents were males, 25% were females. Highest proportions of the respondents (45.0%) were within the range of 30-39 years while 55.0% of the respondents had spent 5 years & below, 5.0% had spent 16-20 years in service. As to whether present level of workers in the work organisation was adequate to generate best output, 65.0% agreed, 15.0% Strongly Agreed, 20.0% Disagreed, while 10.0% Strongly Disagreed. As to whether employees in the organisation were given workload at any point in time, 20.0% Strongly Agreed, 25.0% Agreed, 40.0% Disagreed, 15.0% Strongly Disagreed. On the issue of regular training of staff as a factor that promoted workers retention, 55.0% of the respondents Strongly Agreed, 40.0% Agreed, 5.50% Disagreed, and no respondent Strongly Disagreed.

Hypothesis 1 revealed significant relationship between present level of employee supply and organisational output. Hypothesis 2 equally showed significant relationship between future employees demand and job performance in the organisation. Hypothesis 3 also indicated significant relationship between employees' retention & target achievement in the organisation. Hypothesis 4 showed significant relationship between organisational sourcing strategies & employees' efficiency.

Productivity is cardinal to organisational development, consequently much attention should be placed on succession plan, hiring highly skilled and competent staff & manpower planning in order to avoid shortage of staff in the organisation, and to ensure high productivity.

Keywords: manpower planning, organisational productivity.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Manpower planning is the mechanism used by organisations to ensure that it has the right amount and the right types of individuals in the future to deliver a certain level of production or services. Organisations that do not conduct or practice manpower planning may not be able to meet their future labour needs. They may have labour shortage or have surplus labor. Manpower planning is concerned with planning the organisation's future labour needs. The human resource manager ensures that at the right time and place, the company has the right type of manpower who are educated and empowered to do the right type of work at the right time.

Obviously, manpower planning mainly makes appropriate predictions for the organization's potential manpower needs. Considers a strategy to improve the workforce to meet the organisation's evolving needs from time to time and allows for the tracking and assessment of potential results. It also entails replacement plans and succession plans for managers. Manpower planning is the mechanism by which a management decides how a company can move from its present position of manpower to its desired position of manpower. By planning a management aims to have the right number and the right kinds of people at the right positions, at the right moment, to do things that result in the greatest long-range gain being earned by both the company and the employee. The key element is manpower planning in the management of human resources. In every company, the fines are expensive for incorrect staffing. Understaffing leads to the loss of size and specialization, clients, and income in market economies. If sustained, over-staffing is inefficient and costly and it is expensive to eradicate due to some regulations in terms of termination compensation, minimum notice times, etc.

Planning is using the available assets for effective implementation of production plans in an organization. After plans are prepared or made people are grouped together to achieve organizational objectives. The role of planning is to organise, inspire and monitor the different activities within the organisation. It's against this background that the study hopes to explain the influence of manpower planning and organisational productivity in PZ Cussons Nigeria Plc in Lagos State.

1.2 Statement of the Problem

Manpower planning encompasses the process that identifies the number of employees a company requires in terms of high quality and quantity; hence it is seen as an ongoing process of regular and structured planning. This planning process confirms that employees are in the right number as required i.e. there is neither a surplus of manpower nor a shortage. Parker & Caine (2006) points out that it is important for organizations to have the right number of manpower in order to avoid unwanted situations i.e. issue of shortage and excess of manpower. The lethargic attitude towards manpower planning is due to organisations not having acknowledgement of: the impending worth of the inclusivity of critical employee data; lack of skill data base or competencies to support manpower planning; and manpower planning not being recognized as a main concern of Human Resource Management (Delaney, 2000).

The productivity of any work organisation goes a long way to determine its sales volume, profit margin and capacity to expand at any point in time. Many factors are accountable for the productivity of work organisation such as leadership styles, availability of competent and qualified workforce, training of employees, adequacy of the four factors of production, good planning, financial capability, organisational culture etc. This implies that negative effects will emerge inform of low sales, low profit margin, retrenchment of workers and inability to expand. Above all, this may have negative influence on national economy which sometimes

reveals itself not only in PZ Cussons, Lagos state but other manufacturing companies in Nigeria.

Past studies on organisational productivity focused on issues like employees' productivity and organisational performance (Victoria, K and Nnamdi, S.O. 2019), organisational productivity from public entity (Green, P. 2016), improving productivity through work engagement (Jalal, H. 2016), performance appraisal and employees' productivity (Davies, . 2017), Organisational structure and organisational productivity (Ngetich, C. W. 2018). As impressive as those studies are, little or nothing has been done on the influence of manpower planning on Organisational productivity, therefore, a gap or lacuna is created that this study hopes to fill through empirical investigation. It is on this basis, that the study hopes to examine the influence of manpower planning on organisational productivity in PZ Cussons Nigeria Plc, Lagos state.

1.3 Research Questions

The following research questions are considered relevant for the purpose of this research work;

- i. What is the link between present level of employees' supply and organizational output?
- ii. Is there any link between future employees' demand and job performance?
- iii. What is the relationship between employees' retention and target achievement of the organisation?
- iv. Is the organisation's outsourcing strategy relative to employees' efficiency?

1.4 Objectives of the Study

The general objective of the study is to examine the influence of manpower planning on organizational productivity in PZ Cussons Nigeria PLC Lagos. The specific objectives drawn from this general objective are:

- i. to evaluate the present level of employees' supply relative to organizational output.
- ii. to examine the link between the future employees' demand of the organization and job performance.
- iii. to verify the association between employees' retention and target achievement in the organization.
- iv. to examine the relationship between organisation's sourcing strategy and employees' efficiency.

1.5 Statement of Hypotheses

- i. H₀: There is no significant relationship between the present level of employees' supply and organizational output.
H₁: There is significant relationship between the present level of employees' supply and organizational output.
- ii. H₀: There is no significant relationship between future employees' demand and job performance in the organisation.
H₁: There is significant relationship between future employees' demand and job performance in the organisation.
- iii. H₀: There is no significant relationship between employees' retention and target achievement in the organisation.
H₁: There is significant relationship between employees' retention and target achievement in the organisation.

iv. H₀: There is no significant relationship between organisation's sourcing strategy and employees' efficiency.

H₁: There significant relationship between organisation's sourcing strategy and employees' efficiency.

1.6 Significance of the Study

For this study not to be an effort in futility, it has to be useful to a number of people and institutions among which are;

- i. Organisations: The aim of this study is that the findings should be beneficial to business owners, managers and organizations especially in the locality where this study is being conducted. This is to enable them understand the concept of motivation and its effect on productivity. It also gives an insight to managers and business owners on the importance of knowing their employees and ensuring adequate motivation in their organizations.
- ii. Research Institutions: This study is also relevant to research bodies and institutions in the nation as a whole because findings would also be relevant to students and users of information in conducting further research in areas similar to this study.
- iii. Government Agencies: This research is also of paramount importance because it would aid government agencies in making and implementing policies that would enhance the stability, growth and development of businesses throughout the region in matters concerning organizational productivity by seeking ways ensure that employees are adequately motivated in their various organizations thereby increasing overall productivity and performance levels.

1.7 Scope of the Study

The study centers on the role of manpower planning on organisational productivity. The area of study is PZ Cussons Plc Lagos State. This study is to assist management on how they can plan with their workers for effective output.

1.8 Limitations to the Study

The possible limitations of the research study are;

- i. **Financial constraint;** there would be a limitation to data gotten online from online libraries, and traveling to some particular areas where my data would be collected.
- ii. **Time;** due to the limited amount of time for this study it would be quite difficult to examine a huge amount of sample.
- iii. **Access;** this is another limitation due to the fact that there is a restriction to the access of documents from some firms.
- iv. **Retrieval of Questionnaires;** here the limitation is the fact that the questionnaires may not be sincerely answered and also, they might not be answered on time.

1.9 Definition of Key Terms

MANPOWER: This can be defined as the general total supply of available or engaged staff for a particular job or mission. It could also be referred to as the total strength of a country, both men and women included.

PERSONNEL: These are the bodies of individuals working or involved in an association, corporation or service. It is an administrative division of an organization which is concerned with the bodies of persons working or involved in the organization and also serves as a liaison between various departments.

WORKFORCE: These can be defined as the total number of workers employed by a company or organization on a specific job, project etc. It could be said also to be the total number of people who could be employed in a country.

HUMAN RESOURCES: This is the department responsible for identifying, screening, hiring and preparing job applicants in a company, as well as implementing the program of employee benefits.

PERFORMANCE: Is an achievement of a given mission calculated against pre-set known precision, completeness, cost and speed criteria.

GROWTH: It can be said to be the evolution from a lower or easier evolution to a higher or more complicated type. It also increases the organisation's scale, number, value or power.

EFFICIENCY: Is the state or quality of being competent in performance, the ability to do a job with a minimum use of time and efforts.

MANAGEMENT: It is the act of organizing people's efforts to achieve desired goals and objectives using the resources available efficiently and effectively. This includes planning, arranging, hiring, leading or managing and overseeing an organisation.

ORGANISATION: Is a social entity that has a collective goal and is linked to an external environment.

MANPOWER PLANNING: can be defined as a strategy for the procurement, development, allocation and utilization of an organization human resources.

CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptual Review

Manpower planning is the method of assessing requirements for manpower and the means to fulfill those requirements in order to execute the organization's integrated strategy, according to Coleman. According to Wikström (1971), manpower planning consists of a series of activities;

- (a) Forecasting potential needs for manpower, either in terms of statistical forecasts of patterns in the economic climate and industrial changes, or in terms of judgmental predictions based on a company's particular future plans;
- (b) Inventory of current manpower resources and assessment of the best use of these resources;
- (c) Anticipating manpower needs by projecting existing resources into the future and evaluating them both quantitatively and qualitatively with the prediction of requirements to assess their adequacy; and
- (d) Planning the necessary programs of requirements, selection, training, development, utilization, transfer, promotion, motivation and compensation to ensure that future manpower requirements are properly met.

Manpower planning is a double-edged weapon. If used properly, it leads to the maximum utilization of human resources, reduces excessive labor turnover and high absenteeism; improves productivity and aids in achieving the objectives of an organization. Faultily used, it contributes to work flow interruption, lower efficiency, lower job satisfaction, high production costs, and frequent hiccups for management workers. Therefore, manpower

planning is a very necessary role for the success of an organization, which can only be ignored at its own risk.

Manpower in any organization is the most complex of the resources. It is the most valuable of the resources. Manpower has the ability to think, to be creative and improve itself. Manpower is complex for the following reasons:

- i. People are different from each other in different ways physically, personality wise, educational attainment, abilities and so on. An organization needs specific people who are able to fulfill specific functions.
- ii. Manpower is difficult to move around. They are always needed in a specific place.
- iii. When there is surplus of manpower, it becomes a drain on profits. Too many people are an unnecessary expense. If there is a surplus of money there is always a way that it can be utilized.
- iv. People are unpredictable, they may refuse to or be unable to meet the requirements of their jobs, they may not co-operate with change and they may decide to leave the organization.

The importance of manpower planning cannot be over-emphasized. It is indispensable for effective personnel function and for the business or organization as a whole. The challenge of predicting both internal and external factors in addition to the unpredictable nature of humans may make manpower planning seem almost impossible. Planning for manpower is better seen as preparations for contingencies that may arise, rather than a fixed track to follow. It is better to plan than not to plan at all. According to Manzini, a plan imperfect though it may be will generally get us closer to the target than if we had not planned. Planning for human resources is a continuous event, which should be monitored, refined and updated. Each planning cycle should feed into the next.

Therefore, for the success of an enterprise, manpower planning is a very important function, which can be neglected only at the peril of the enterprise. Coleman has defined Manpower Planning as “the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organisation.

2.2 Importance of Manpower Planning

The objectives of manpower planning in every organization are ensuring the optimum use of human resources currently employed and providing for future human resources need as regards skills, numbers and ages. This entails ensuring that the organization at all times has the right number of personnel, with the right level of skills in the right jobs at the right time and that these personnel are performing the right activities for the attainment of organizational objectives (Ubeku, 1983:63). However, the central objective of manpower planning in organization is to construct a strategy of manpower development consistent with the organization’s broader aims of economic development. Manpower planning seeks to define the ends and means to achieving the overall organizational goal which include the following:

- i. Attracting the requisite number of people with the necessary deficiency in people's abilities, knowledge and competences.
- ii. Growth within a well-trained and versatile workforce, thus contributing to the capacity of the company to respond to an unpredictable and changing climate.
- iii. Reducing reliance on external recruiting by formulating partnerships, when key skills are in short supply, as well as workforce development strategies.
- iv. Improving the utilization of people by introducing more flexible system of work (Armstrong, 2004:366).
- v. Manpower planning sets guidelines and processes for handling human capital, making adaptation rational to the future.

- vi. Anticipating the problems of potential surpluses or deficits of people (Ikeanyibe, 2009).

2.3 Approaches to Manpower Planning

Human resource planning as a process determines organization's human resources needs with three specific approaches such as;

2.3.1 Quantitative Approach:

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 manpower 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.

2.3.2 Qualitative Approach:

Is also known as the employee-driven bottom-up approach, which focuses on the personal aspect of the worker rather than the number of employees needed. Qualitative manpower planning strategy is primarily concerned with balancing organizational requirements with employee requirements; remuneration and compensation plans; recruiting, selection,

employee development; career preparation; promotion and transfer; health, security and work climate for employees; motivational activities and maintenance.

2.3.3 Mixed Approach:

Combines quantitative and qualitative methods for striking a balance between the two methods. The manpower planning approach provides greater outcomes as it is a blend of qualitative and quantitative methods.

2.4 Need for Effective Manpower Planning

It was only in recent years that the value of systematic and detailed manpower preparation was recognized. Traditionally, management believed that if it needed them, it could still procure the resources it needed. Public agencies, for the most part, do not participate in systematic preparation of human capital (Wallace, 1983). If a business is small, changes little and the skills it hires are fairly basic, it might be able to get away with such a casual approach. The following reasons are why public organizations should carry on systematic manpower planning;

- I. Future Staff Needs: Planning is important for future personnel needs.
- II. To cope with future change: Manpower planning helps the organization to deal with shifts in economic factors, economies, technology, goods and regulations of government. These changes also trigger changes in work material, ability specifications, number and type of required staff.
- III. High Talent Personnel Requirement: The composition of employees working in a growing number of organisations has changed to high quality, administrative and technical workers. There is also a shortage of people with high talent. The time taken to recruit and grow these staff is long. Long-range career growth, training, expected job assignments and sufficient incentives must be committed to a lot of effort. With

many specific, highly skilled, professional persons working in the dynamic modern enterprise, and with these individuals performing highly interdependent roles, the enterprise is vulnerable if any skill shortages occur. Therefore, preparation is required to avoid shortage. Additionally, technological transition also upgrades some jobs and downgrades others.

- IV. Essence of strategic planning: The modern business organization participates in strategic planning. Top management analyses the world in which the organization works, assesses the company's strengths and limitations, sets targets and develops implementation programmes. Human resource planning is an important part of strategic planning.
- V. Equal Employment Opportunity Policy: Equal employment opportunities for the federal government and affirmative action laws require that employers follow negotiated goals for the recruitment and enhancement of protected groups of individuals in their workforce. Affirmative action policies in terms of recruiting, recruitment, training, rewards, and promotion must be enforced and tracked.
- VI. Government Contracts: Thousands of companies and non-profit organization sell products and services to the government. To bid for Federal government contracts, a firm must supply detailed information on its manpower resources. To be competitive, it must plan for and develop appropriate human capital.
- VII. Personnel Function Foundation: Personnel preparation provides important details for the design and execution of personnel functions such as recruitment, selection, staff movement (transfers, promotions, layoffs), and training and personnel growth (Dale, 2004:184).

2.5 Relationship between Manpower Planning & Organisational Productivity

The importance of raising productivity is one of the most crucial goals in business and human resource planning is very important for achieving and achieving this productivity (Armstrong, 1992:121). Thus, there is a connection between Manpower Planning and organizational productivity whose value and significance lies in the activities described in Ubeku (1983) that enhance man:

- i. **Best Human Resources Acquisition:** Human resource preparation determines potential human resource needs within an enterprise. Manpower planning is mainly aimed at handling the right person at the right location at the right time. Beyond this, role analysis, recruiting, selection, and socialization are concerned. Hence the preparation of human resources is important for the efficiency of employees.
- ii. **Focusing on Corporate Aim:** The aim of manpower planning is objective. This concentrates on business targets. Human resource priorities are related to the overall organizational strategic objective. This linkage helps promote stronger teamwork, smoother execution, and efficient management. Hence the preparation of human resources is important for productivity.
- iii. **Optimal Use of Human Resources:** Manpower planning allows to use human capital efficiently within an enterprise. It promotes motivation, performance evaluation, and management of the rewards. And it recognizes human resource waste or unused too. And for efficiency human resource planning is important.
- iv. **Creation of Human Resources:** Manpower planning decides the employee numbers and qualifications. Recruitment, collection, placement, and socialization were scientifically carried out. It also offers ample time and space for conferences, workshops, training and development, and other career development initiatives for productive growth of human resources.

- v. **Efficient Reduction of Uncertainty:** Uncertainty may be generated by environmental factors such as economic, political-legal, social-cultural, and technical. The planning of human resources eliminates these uncertainties by forecasting potential human capital. It fits in with human resource demand and supply. After researching and evaluating these environmental factors, it also forms the basis of recruitment, selection, placement and socialisation. That's really critical to productivity.
- vi. **Labour Cost Reduction:** Manpower planning reduces labour costs, reducing manufacturing costs and the price of the commodity. Effectively using available labour-power will reduce labour costs. Labour cost management enhances organisation's ability to thrive. Manpower planning is also important for efficiency too.
- vii. **Development regularity:** Manpower planning ensures efficient regularity. It depends on the right person at the right job. This also encourages competitive benefits, as well as opportunities for growth. It builds daily working environment. Hence the preparation of human resources is important to productivity.
- viii. **Maintenance of Excellent Industrial Relation:** manpower planning maintains good labour relations. It is very important to achieve overall corporate objectives. It provides qualified, competent, and motivated personnel to promote labour or industrial relations in an organization. Thus, human resource planning is very essential for productivity.
- ix. **Avid Records keeping:** manpower planning keeps records of human resources. Records are kept of all activities of human resource like recruitment, selection, placement, promotion, performance appraisal, compensation, benefits, rewards,

punishment, and so on. Such records facilitate human resource management to take right decision about employees.

2.6 Strategic Planning & Manpower Planning in an Organisation

Strategic planning is the process by which top management determines overall organizational purposes and objectives and how they are to be achieved (Mondy and Noe, 2006) which uses the SWOT analysis approach to it assesses the opportunities and threats in external environment as well as the strengths and weaknesses in internal environment while manpower planning systematically reviews the human resource requirements of the organisation to ensure that there

is the right man at the right place, at the right time. This function is what made Heneman and Sal-Seitzer (1972) to opine that manpower planning plays an important role in achieving the organizations' strategic objective. This function therefore, is the nexus between strategic planning and manpower planning. Thus, while strategic planning scans environment using different forecasting tools and identifies its strengths, weaknesses, opportunities and threats, manpower planning manages qualified, experienced, competent and motivated employees to utilize those strengths and opportunities to overcome the weaknesses of and threats to the public and private organization. This is why Ogunniyi (1992) observed that there is close relationship between strategic planning and manpower planning. Hence strategic planning determines corporate strategic objectives and manpower Planning provides required human resource to achieve these objectives. Thus far, strategic planning and manpower planning are positively related. The relationship can be explained in two ways: The follower relationship, and partner relationship.

a) Follower Relationship:

Strategic plan is corporate level plan. It consists of all organisational plans including manpower planning. Manpower planning helps in the achievement of corporate plan.

manpower planning is always based on strategic planning. manpower planning cannot be formulated without strategic planning, and strategic planning cannot be achieved without manpower planning. There is hierarchical relationship or follower relationship between strategic planning and manpower planning.

b) Partner Relationship:

Partner relationship also known as equal or parallel relationship. Strategic planning and manpower planning have partnership relationship between them such that manpower planning act as a partner to accomplish the organizations' strategic planning, which is why it is necessary that Human resource management provides a partner role to manpower planning in the formulation of corporate strategic plans. The essence is to identify human resource needed to achieve corporate goals, and link manpower plans with corporate strategic plans.

2.7 Barriers to Effective Manpower Planning

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

- i. Absence of productivity-oriented working culture and mechanisms to encourage labour productivity high cost of skilled labour, and training.
- ii. 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.
- iii. Lack of the willingness to recognize special talents in the formal education systems and to encourage their development in specialized environments.

- iv. 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.
- v. Limitations in the available systems for accreditation of training institutions, preventing the training programmes on offer to meet job market needs and international standards.

2.8 How Effective Manpower Planning Improves Productivity in Modern Business Practices

The possible actions that may be taken to improve productivity in public and private organizations are many. Some of them which draw attention and emphasize the role of the workers in productivity include;

- i. Incentivization and motivation of workers base on their needs.
- ii. Systematically, training and developing of the workforce based on training needs of the organization
- iii. Introduction of management decision support system and participatory management.
- iv. Liberalization of Information Flow and Management to ensure regular participation of workers in decision making of the organization by using the feedback mechanism effectively.
- v. Improving the data base of the organization to ensure adequate of data for effective organizational planning and decision making.
- vi. Improved organisational technologies especially in the area of communication or ICT.

2.9 Empirical Review

This section focuses on review of some empirical studies that have been conducted in the area of manpower planning. Omodia (2009) in examining manpower development in Nigeria observes that manpower development as a concept and method should be able to take its

rightful place as a tool for development in Nigeria through the recognition of the fact that it is the most active and indispensable in the process of production even in the global age of the 21st century.

Also, Ibojo (2012) observed that in planning the manpower for an organization, the financial strength of the organization must be considered; implementation of policy on manpower planning must be free and fair; and government policy and organizational objectives must be considered before, during and after planning.

Obasan and Yomi (2011) in their study on manpower planning and education in Nigeria found out that in Nigeria, brilliant and capable hands are lost to other nations in their quest for greener pastures and that there is poor database for manpower planning both in rural and urban centers of the country which to them is a cause of imbalance (surpluses/shortages) in particular kinds of manpower skills. The study also reveals that the poor reward system for workers in the country serves as disincentive to work and development.

According to Mersi (2003), there is a significant and positive relationship between manpower planning and organizational performance. In another study by M Arsad (2012), the impact of manpower planning on organisational performance has a positive relationship between the workforce planning and organizational performance. The Chand and Kato study (2007) found that manpower planning has a strong relation to productivity, and the impact of productivity on organizational performance.

2.10 Theoretical Framework

Resource Based View [RBV] theory and Human Capital theory will be used in discussing manpower planning in relation to organisational productivity.

2.10.1 Resource Based View [RBV] theory: it assumes that an organisation uses resources to exploit the available opportunities and neutralize any threat that may arise for

the purpose of achieving a competitive advantage over other organisations. Those advancing this theory believe that any performance by any organisation is basically determined by the resources that are found in the organisation. The resources used by organisations can be classified under physical resources, human resources, and organisational resources (Selznick & Ricardo, 2007). Human resources encompass all workers in the organisation, all trainings, any experience acquired, intelligence, skills, competences, knowledge and their unique abilities. According to this theory, manpower is one of its internal resources that if utilized properly has the potential to deliver competitive advantage to the organisation in this case PZ Cussons, Lagos.

In this study, the theory will be used to assess how manpower planning in PZ Cussons, Lagos contributes significantly to the overall productivity. Resource Based View theory assumes that possession of rare as well as valuable resources that are difficult to copy can enable a firm to achieve competitive advantage over its competitors (Takeuchi, 2007). In its application to the human resource performance link, the workers are deemed to be similar to other resources in the firm building up a pool of human capital which stimulates desirable behaviour that gives a firm competitive advantage (Boxall & Steeneveld, 2001).

In order for any organisation to get the required number of workers to perform any, there must be a deliberate effort to exercise forecasting. This is the ability of the organisation to establish the quantity of future workforce that possesses particular skill and ability needed to enhance development. Accessibility forecasting refers to ability of the organisation to be able to settle on the number of needed workers the organisation is competent in hiring. Manpower planning is essential for the firm in that it creates awareness for the organisation and enables it to know the action as well as options available in hiring and retaining workers (Takeuchi, 2007). Manpower planning assists organisations to establish whether they are furnished with correct supply of talent for the purposes of improving

performance. For any organisation to be able to participate in the international market, it needs established plans to emerge as the preferred employer.

Manpower planning aids to an organisation's achievement by ensuring the organisation understands the job market as well as its relation to its lack of success. An organisation that fails to embrace manpower planning may be faced with gaps in its authorized establishment. This leads to vacancies in very critical positions. Manpower planning assists organisations organize the skills of human resources they have and link them to performance-based delivery. This study will assist top managers in PZ Cussons, Lagos organize manpower according to their capabilities with a view to improve productivity.

Resource Based View theory assumes firms should organize all skills in human resources they have and link them to performance-based delivery. Through the effective use of manpower, PZ Cussons, Lagos will be able to ensure proper attraction; development and retention of qualified and experienced staff with desired skills and knowledge. This will give PZ Cussons, Lagos a competitive edge over other firms which might be competing for the same category of employees. This will ensure employees retention and curb brain drain as well as employee unrest.

2.10.2 Human Capital Theory: is practiced by top managers to assess the workforce in the organisation with a view of gaining knowledge of the workers skills and productivity or lack of it. This knowledge is vital in ensuring the organisation has productive workforce. Bearing in mind that gathering experience requires skills and may take time, it is vital to nurture the human capital in order to enhance performance (Green, 2008). Human capital is the supply of creativity and the possession of skills by employees in an organisation (Kwon, 2009). Collins (2007) asserts that this idea of having the correct human capital involves gradually acquiring the right mix of workers in the organisation.

According to Delaney (2000), human capital means viewing employees as an important integral part of the organisation that can produce important values for the firm (Delaney, 2000). In this study, human capital theory will be used to identify the skills employees possess, the gaps and how to align them to better performance.

Green (2005) argues that an organisation can establish the creation of human capital in two ways. Firstly, by employing people as labour and secondly by investing in workers through training and education in order to improve performance. This means that the organisation must ensure that the workforce is available (physical capital) and that the workers if available are well trained and educated on service delivery to improve performance. The theory of human capital portrays a person (employee) as a creator capable of acquiring skills, knowledge as well as competency in exercising their daily activities which are geared towards improving oneself (Craft, 2000). Empowerment of the employees as well as personal possession of the necessary knowledge and skills can be translated into service delivery (Woodhall, 2001). In the context of manpower planning and practice, this theory is most suitable because it justifies the rationale of attracting and retaining workforce with the necessary skills, knowledge and competences.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

A research design is the method, style, technique the researcher used in collecting variables during his research. This helps in easy collection of data and analysis for the researcher. A research design carries with it the type of data, information gathering process, schedules and sample delivery process. The design of this study is in descriptive form which requires gathering of information through interviews or administering questionnaires to the number of individuals in the population of study.

3.2 The Study Organisation – PZ Cussons Plc

PZ Cussons plc is a leading manufacturer and distributor of a variety of products, including shampoo, baby powder, and the like, especially soaps and other personal care products. Its name, its history goes all the way back when it was found as a trading post, called West African Merchants, Paterson and Zochonis, noted by shipping goods such as cocoa palm kernels, ground nuts, cotton seeds, as well as hides and skins of animals. George Paterson died in 1934, leaving George Zochonis in charge of the firm. The Zochonis family were deeply invested in the growth of the company, and they put members of the extended family in key leadership roles. Before the end of the 19th century, PZ greatly grew throughout the 20th century, acquiring factories and creating offices, the British-owned business expanded its operations into neighboring Nigeria. While based in Manchester, by focusing on different markets in Africa, especially Nigeria, Ghana, Cameroon, and East Africa, PZ Cussons has carved a niche for itself. The African activities of the organization continue to account for 26 per cent of its annual revenue.

The main brands of PZ Cussons are the Imperial Leather range of soaps, bath and shower products and cosmetic products. Joy soaps, Cussons Kids toiletries, Premier soaps, Carex antibacterial moisturisers, Cussons baby lotions, Luksja gels and soaps, Makler perfumes, Pearl soaps, Sweet Seventeen teenage cosmetic products, Venus hair care products collection, Original Source shampoos and gels, Flourish Toothpaste, Morning Fresh dish wash liquid.

3.3 Population of Study

This research focused on PZ Cussons, Lagos State. The population of the study was 440 and consisted of employees of the company as obtained from the secondary data in the company records in the human resource department.

3.4 Sample Size

A sample size is the representation of every element in the total population of study. Due to the large population of PZ Cussons, Lagos State, I made use of survey method which requires a sample to be drawn that adequately represents the entire population of the organisation.

Sample size was determined using:

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

Where n = sample size

n = Number of sample size

N = population size

e = error margin

1 = constant

Therefore, n = ?

N = 440

e = 5% or 0.05

$$n = \frac{440}{1 + 440(0.0025)}$$

$$n = \frac{440}{2.1}$$

n = 209.52

approximately the sample size is 210

3.5 Sampling Technique

It is not easy to obtain a reliable and dependable information in a research work by mere observation, but by conducting test that would be worthy of trust before such information acceptable to form a sample to be used in a research work of this nature. For choosing the above population, multi stage sampling method was used for this study.

Stage 1: there was purposive selection of PZ Cussons Nigeria Plc, due totwo major reasons namely:

- a) PZ Cussons plc is a leading manufacturer and distributor of a variety of products, especially soaps and other personal care items, including shampoo, baby powder, and the likes.
- b) Due to PZ Cussons ever arising manpower needs.

Stage 2: there was stratified sampling of staff into different departments namely: production, Administration, Account, Audit, Sales, Marketing, Quality control, Security and I.C.T.

Stage 3: from each department there was random selection of sample size through balloting method.

3.6 Sources of Data

This theory was based on primary data. A well-structured questionnaire was constructed to collect data. The questionnaire consisted of open ended and closed questions.

3.7 Reliability and Validity of Data

Reliability and validity of data collection is done to reduce any prejudice in the research. It is used as an instrument of measurement for what is expected to be measured.

Validity can be further divided into two (2) forms:

- I. **Content validity:** this explains the way in which the research instrument covers all dimensions of the topic.

II. **Construct validity:** this is the consistency in the result given by the same research instrument.

3.8 Method of Data Collection

This study involved the use of quantitative method. A well-structured questionnaire was the instrument used for quantitative method.

Questionnaires were used in gathering information. Questionnaires were given to staff of PZ Cussons, Lagos. The aim was to obtain views on the issues involved on the impact of manpower planning on organisational productivity. The question was based on yes or no multiple-choice answers.

The questionnaire was distributed to the junior, senior and management staff of the PZ Cussons, Lagos in the following order:

Junior staff	-- Questionnaire
Senior staff	-- Questionnaire
Management staff	-- Questionnaire

3.9 Instrument of Data Collection

Questionnaires were the instruments used for this study. The questionnaire comprised of general questions to provide related information in respect of all respondents.

The researcher designed a number of questions and statement for acquisition of information from the respondent so that the data collected after analysis will yield a good understanding. The questionnaire for this research was designed to obtain the necessary information on the impact of manpower planning organization effectiveness. The questionnaire method of data collection is considered a good method of data collection in drawing respondents opinion based on the fact that they are given time to think before giving their answer or data.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter consists of presentation, analysis and interpretation of data collected from the field, afterwards, findings generated from the analysis of the data will be discussed. The first section presents the survey details, the second section describes the demographic variables as well as the research questions while the last section present the hypotheses tested. 210 copies of questionnaire were administered while 200 retrieved from respondents were analyzed using Software Package for Social Science (SPSS) for easy understanding.

4.1 Preliminary Survey Details

Table 4.1: Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaires administered	210	100%
2.	Questionnaires retrieved and used for the final analysis	200	93.24%
3.	Number of questionnaires not retrieved	4	1.90%
	Number of questionnaires not properly filled	6	2.86%

Source: Field Survey 2020

Table 4.1 presents the response rate to questionnaires. A total of 210 copies of questionnaires were administered to the respondents who were employees of PZ Cussons, Lagos State. The total number of questionnaires retrieved and used for final analysis were 200. During the process of administration, 6 copies of the questionnaires were not properly filled and 4 copies were not properly retrieved and hence cannot be used for the final analysis. This means 93.24% retrieval rate was achieved.

4.2: Demographic Information of the Respondents

This section presents the analysis of demographics of the sample respondents based on their gender, age group, marital status, educational level, Number of years spent so far in the organization and current position in the organisation.

Table 4.2.1: Demographic information of respondents

Variables	Frequency	Percentage (%)
Gender		
Male	150	75.0
Female	50	25.0
Age Group		
29 years and below	70	35.0
30-39 years	90	45.0
40-49 years	30	15.0
50-59 years	10	5.0
60 years and Above	0	0.0
Marital Status		
Single	60	30.0
Married	140	70.0
Divorced	0	0.0
Widowed	0	0.0
Educational level		
Certificate	10	5.0
Diploma	40	20.0
Bachelors' degree	110	55.0
Master's degree	40	20.0
Doctorate degree	0	0.0
Others	0	0.0
Work experience in the Organisation		
5 years and below	110	55.0
6 – 10 years	50	25.0
11 – 15 years	30	15.0
16 –20 years	10	5.0
21 years and above	0	0.0

Position in the organisation		
Senior management	60	30.0
Middle management	50	25.0
Supervisory	80	40.0
General Staff	10	5.0
Others (Please specify)	0	0.0
TOTAL	200	100.0

Source: Field Survey 2020

Table 4.2.1 presented the demographic information of the respondents. The results of this analysis are summarised thus:

It can be seen that 150 of the respondents representing 75.0% are male while 50 respondents representing 25.0% are female. Majority of the employees that participated in this survey were male.

I also analyzed the age group of the respondents, results showed that 70(35.0%) respondents were 29 years and below, 90(45.0%) were between 30-39 years, 30(15.0%) were between the ages 40-49 years, while 10(5.0%) were between the ages 50-59years. This implies that majority of the sample employees were in the age range 30-39 years i.e large proportion of the employees are in their middle age.

Next is the marital status of the respondents, as shown in table above, 60(30.0%) respondents are single, while 140(70.0%) respondents are married. None of the respondents are divorced or widowed. From the result. It can be seen that majority of the respondents are married.

The researcher also collected information on the educational level of respondents, 10(5.0%) of the respondents have Certificate, 40 respondents representing 20.0% have Diploma, 110 respondents representing 55.0% have Bachelor's degree and lastly 40 respondents representing 20.0% have Master's degree. Results indicate that a relatively small percentage of employees only earned a certificate, but a greater proportion achieved high qualifications such as Bachelor's and Master 's degrees.

In addition, the table show the work experience of the employees in the organisation under study. Based on the result, 110 respondents representing 55.0% have spent 5 years or below in the organisation, 50 respondents representing 25.0% have up to 6-10 years working in this organisation, 30(15.0%) respondents have between 11-15 years of experience and lastly 10 respondents representing 5.0% have 16-20 years' experience working in the organisation. The findings show that the majority of employees have spent just 5 years or less in the company. We may also assume that the company is relatively composed of workers with 5 years or less of working experience and, as a result, they form majority of the employees that participated in this survey.

The distribution of the respondents based on their position in the organisation are also shown as follows, 60(30.0%) respondents hold the position of senior management, 50 representing 25.0% of the respondents are in Middle management level, 80(40.0%) are in supervisory level while 10(5.0%) are general staffs. Majority of the respondents are either in the top management level or are supervisors, hence, their response will be valuable to this research.

4.3 Link between Present Level of Employees' Supply and Output of the organisation

This section presents the answer provided by the employees in response to research question one that seeks to analyze the link between present level of employees' supply and output of the organisation

Table 4.3.1. The present level of workers in my work organization is adequate to generate the best output

Responses	Frequency	Percentage (%)
Strongly Agree	30	15.0
Agree	110	55.0
Disagree	40	20.0
Strongly Disagree	20	10.0
Total	200	100.0

Source: Field Survey 2020

Table 4.3.1 above shows that 15.0% of the respondents strongly agreed that present level of workers in their company (PZ CUSSONS NIGERIA PLC- LAGOS) is adequate to generate the best output, 55.0% agreed, 20.0% disagreed while 10.0% strongly disagreed. Since the majority of respondents agreed that the current level of employees in their company is adequate to produce the best performance, it can be presumed that staff planning and organizational efficiency in PZ CUSSONS NIGERIA PLC-LAGOS will match, however, more analysis in the following sections of this chapter will be used in order to draw a succinct conclusion.

Table 4.3.2: The current output level in my work organization is enough, hence, there is no need to hire more workers

Responses	Frequency	Percent (%)
Strongly Agree	10	5.0
Agree	90	45.0
Disagree	40	20.0
Strongly disagree	60	30.0
Total	200	100.0

Source: Field Survey 2020

Table 4.3.2 present responses on the whether the current output level in PZ CUSSONS NIGERIA PLC-LAGOS is enough or whether there is need to hire more workers. The result showed that 5.0% of the respondents strongly agreed that the output level is enough and that there is no need to hire more employees, 45.0% agreed, 20.0% disagreed while 30.0% strongly disagreed. According to the employees, it appears that the output level in the organisation is satisfactory and there will be no need to hire more workers.

Table 4.3.3: Employees in my work organization are not given workload at any point in time

Responses	Frequency	Percent (%)
Strongly Agree	40	20.0
Agree	50	25.0
Disagree	80	40.0
Strongly Disagree	30	15.0
Total	200	100.0

Source: Field Survey 2020

Table 4.3.3 above showed that 20.0% of the respondents strongly agreed that employees in their organization are not given workload at any point in time. 25.0% agreed, 40.0% disagreed, while 15.0% strongly disagreed. Workers are not given workload at any point in time, this is not true. Findings show that, overloading workers with too many tasks happen at some point in time in the organisation since majority of the respondents disagreed with the statement above. This may be as result of poor management of human resources or manpower.

4.4: Link between Future Employees' Demand and Job Performance

The questions answered in this section help us to understand the relationship between employees' demand and job performance. It can also be used to explain the influence of future employees' demand and job performance. Below are the responses from the respondents

4.4.1: Do you think if more workers are employed in future in your work organization it will facilitate high job performance?

Responses	Frequency	Percent (%)
Yes	140	70.0
No	60	30.0
Total	200	100.0

Source: Field Survey 2020

In a bid to understand the link between future employees' demand and job performance, result indicated that 70.0% of the respondents believed that when more workers are employed in future in their organisation, it will enhance job performance while 30.0% are of the opinion that increasing the number of workers in the future will not drive or have any impact on job performance. Since majority answered Yes, the findings suggest that there is a link between the number of workers and job performance level in the organisation we are studying.

Table 4.4.2: In the nearest future,

Responses	Frequency	Percent (%)
my work organization will need more workers to boost productivity	70	35.0
my work organization must maintain the present level of employees to boost productivity	30	15.0
my work organization needs few workers to attain high productivity	30	15.0
my work organization must regularly train current staff without recourse to more hands to enhance high productivity	70	35.0
Total	200	100.0

Source: Field Survey 2020

The following are the opinions of the respondents on what we should expect to happen to the organisation in the nearest future, 35.0% of the employees believed that PZ CUSSONS NIGERIA PLC-LAGOS will need more workers to boost productivity, 15.0% of the respondents stated that they must maintain the present level of employees to boost productivity, 15.0% is of the opinion they need few workers to attain high productivity while 35.0% suggested that they must regularly train current staff without recourse to enable more hands and enhance high productivity. Hence, the findings suggested that, in the nearest future, the organisation will need to hire more workers and would need to also train their current staff, while they do all this, the respondents believed it will boost their productivity.

Table 4.4.3: Right now, in my workplace

Responses	Frequency	Percent (%)
we are short of skilled workers that can bring about high productivity	40	20.0
we must regularly add more competent employees for high output to be attained	60	30.0
many workers must be employed in no distant future to get high profit	10	5.0
succession planning must be implemented to avoid shortage of staff due to retirement of old staff.	90	45.0
Total	200	100.0

Source: Field Survey 2020

Talking about the current situation within the organisation, 20.0% of the respondents showed concern that there were short of skilled workers that can bring about high productivity, 30.0% said they must regularly add more competent employees for high output to be attained, 5.0% believed that many workers must be employed in no distant future to get high profit meanwhile, 45.0% also suggested that succession planning must be implemented to avoid shortage of staff due to retirement of old staff. So, according to the responses, much attention should be placed on the succession plan, hiring highly skilled and competent staff and manpower planning in order to avoid shortage of staff in the organisation and to ensure high productivity.

4.5: Relationship between Employees’ Retention and Target Achievement

As one of the objectives of this research, it addressed the relationship between employees’ retention and target achievement, hence, the results aim to shed more light on how employees’ retention strategy in the organization affect their target achievement.

Table 4.5.1: In my workplace, workers are not laid off anyhow, hence, target is not usually achieved

Responses	Frequency	Percent (%)
Strongly Agree	0	0.0
Agree	30	15.0
Disagree	60	30.0
Strongly disagree	110	55.0
Total	200	100.0

Source: Field Survey 2020

In a bid to understand the relationship between employees’ retention and target achievement, the responses are presented as follows. 15.0% of the respondents agreed that workers are not laid off anyhow in their workplace, hence there is low target achievement. 30.0% disagreed while 55.0% of the respondents strongly disagreed. The result, however, showed that employees are not typically laid off in the company, and thus the target is generally reached.

Table 4.5.2: Workers’ conditions of service are well addressed by the management of my organization and this ensures high output achievement

Responses	Frequency	Percent
Strongly Agree	70	35.0
Agree	110	55.0
Disagree	20	10.0
Strongly Disagree	0	0.0
Total	200	100.0

Source: Field Survey 2020

Table 4.5.2 above showed that 35.0% of the respondents strongly agreed that workers’ conditions of service are well addressed by the management and this ensures high output achievement. 55.0% agreed while 10.0% of the respondents. This means that the majority of respondents who are also employees of PZ CUSSONS NIGERIA PLC have argued that their terms of service are well handled by management and that this has increased the target achievement.

Table 4.5.3: Regularly training of staff promotes workers retention and standards attainment

Responses	Frequency	Percent
Strongly Agree	110	55.0
Agree	80	40.0
Disagree	10	5.0
Strongly Disagree	0	0.0
Total	200	100.0

Source: Field Survey 2020

By carefully examining the data, it is found that 55.0% of the respondents strongly agreed that regularly training of staff promotes workers retention and standards attainment. 40.0% agreed, 5.0% of the respondents disagreed while none strongly disagreed. As the majority of respondents strongly agreed, the results showed that frequent training of staff facilitates retention and standard achievement of jobs.

4.6: Organisation’s Outsourcing Strategy Relative to Employees’ Efficiency

Outsourcing strategy in relation with employees’ efficiency is one of the objectives measured by this research, this section presents the opinion of the respondents by analyzing their

responses on the relationship between outsourcing strategy in their organization and employees' efficiency.

4.6.1: In my work organization,

Responses	Frequency	Percent
there is a standard followed in recruitment policy and this has generated high performance	60	30.0
selection process is transparent and this makes competent hands to be employed for optimal result	50	25.0
Internal advertisement to fill vacant position helps a lot to attain effective job performance.	90	45.0
competent hands are hijacked from other related work organisations to accelerate high job performance	0	0.0
Total	200	100.0

Source: Field Survey 2020

In an attempt to analyze the relationship between organisation's outsourcing strategy and employees' efficiency, the employees shared their view. 30.0% of the respondents confirmed that there is a standard followed in recruitment policy and this has generated high performance, 25.0% respondents stated that selection process is transparent and this makes competent hands to be employed for optimal result while 45.0% respondents said Internal advertisement to fill vacant position helps a lot to attain effective job performance.

Table 4.6.2: One unique thing that actually brings efficiency of labour in my work organization is

Responses	Frequency	Percent
Standard recruitment policy	20	10.0
regular training of employees to enhance their knowledge, skills and attitudes	50	25.0
The regular search for competent and highly skilled workers	80	40.0
Retrenchment of incompetent staff to pave way for the best ones.	50	25.0
Total	200	100.0

Source: Field Survey 2020

Here, the researcher sought to identify one element which would bring efficiency of labour in the organisation. 10.0% of the employees believed that standard recruitment policy will add

to efficiency of labour, 25.0% of the respondents stated that regular training of employees to enhance their knowledge, skills and attitudes will, 40.0% suggested regular search for competent and highly skilled workers while 25.0% is of the opinion that retrenchment of incompetent staff to pave way for the best ones will bring about efficiency of labour in the organisation. The result therefore suggested that the organisation can improve the efficiency of labour by regularly searching and hiring competent and highly skilled workers.

Table 4.6.3: What will continue to facilitate high employees’ job performance is the current method of recruitment of new staff into the organization.

Responses	Frequency	Percent
Strongly Agree	90	45.0
Agree	110	55.0
Disagree	0	0.0
Strongly Disagree	0	0.0
Total	200	100.0

Source: Field Survey 2020

Table 4.6.3 above showed that 45.0% of respondents strongly agreed that the present method used by PZ CUSSONS NIGEIRA PLC- LAGOS to recruit new staff will continue to facilitate high employees’ job performance also 55.0% agreed while none of respondents disagreed nor strongly disagreed. Hence, the present recruitment method is effective according to the respondents.

4.7 Hypothesis Testing

Table 4.7.1 Hypothesis One

Ho: There is no significant relationship between the present level of employees’ supply and organizational output.

H1: There is significant relationship between the present level of employees’ supply and organizational output.

Correlations

			employees' supply	organizational output
Spearman's rho	employees' supply	Correlation coefficient	1.000	.821**
		Sig (2-tailed)		.000
	organizational output	Correlation coefficient	.821**	1.000
		Sig (2-tailed)	.000	
		N	200	200

Source: Field Survey 2020

The above finding demonstrates that there is a strong positive correlation between present level of employees' supply and organizational output with correlation coefficient "r" being 0.821. Also, the significant value (sig 2- tailed) "0.00" is lower than the p-value (p-value = 0.05). This implies that a significant strong positive relationship is observed between present level of employees' supply and organizational output. Hence, null hypothesis is rejected, while alternative hypothesis is accepted. Therefore, I concluded that organizations' output is influenced by the current level of staff. This makes manpower planning an important factor that influence productivity of an organisation.

4.7.2: Hypothesis Two

Ho: There is no significant relationship between future employees' demand and job performance in the organisation.

H1: There is significant relationship between future employees' demand and job performance in the organisation.

Correlations

			future demand	employees’	job performance
Spearman’s rho	Future demand	Correlation coefficient	1.000		.669**
		Sig (2-tailed)			.000
	job performance	Correlation coefficient	.669**		1.000
		Sig (2-tailed)	.000		
		N	200		200

Source: Field Survey 2020

The above findings show that there is a moderate positive correlation between future employees’ demand and job performance with spearman’s rho correlation coefficient “r” being 0.669. Likewise, the significant value (sig 2- tailed) “0.000” is lower than the p-value (p-value = 0.05) which means that the correlation is highly significant. To this effect, the null hypothesis that stated that “there is no significant relationship between future employees’ demand and job performance in the organisation” is rejected, while alternative hypothesis is accepted. This suggests that the demand of future employees has little impact on the output of the work.

4.7.3: Hypothesis three

Ho: There is no significant relationship between employees’ retention and target achievement in the organisation.

H1: There is significant relationship between employees’ retention and target achievement in the organisation.

Correlations

			Employees' retention	Target achievement
Spearman's rho	Employees' retention	Correlation coefficient	1.000	.685**
		Sig (2-tailed)		.000
	Target achievement	Correlation coefficient	.685**	1.000
		Sig (2-tailed)	.000	
		N	200	200

Source: Field Survey 2020

This hypothesis was intended to verify whether there is a significant relationship between employee retention and target achievement. The above table showed the result of spearman rho's correlation and it indicated that there is a moderate positive correlation between employees' retention and their target achievement as the correlation coefficient "r" was 0.685. The researcher further checked the significance of this relationship at 5% level of significance and the results showed that the relationship was quite significant since, significant value is 0.00. That shows that retention of employees has a minor but significant influence on the organisation's target achievement. Alternative hypothesis is then accepted and null hypothesis is rejected.

4.7.4: Hypothesis four

Ho: There is no significant relationship between organisation's sourcing strategy and employees' efficiency.

H1: There significant relationship between organisation's sourcing strategy and employees' efficiency.

Correlations

			Sourcing strategy	Employees' efficiency
Spearman's rho	Sourcing strategy	Correlation coefficient	1.000	.594**
		Sig (2-tailed)		.000
	Employees' efficiency	Correlation coefficient	.594**	1.000
		Sig (2-tailed)	.000	
		N	200	200

Source: Field Survey 2020

Finally, I examined whether there is substantial relationship between sourcing strategy and employees' efficiency. The result above indicated that there is a moderate positive correlation between sourcing strategy and employees' efficiency. The coefficient "r" is 0.594 and the significant value (sig 2- tailed) "0.000" which is higher than the p-value (p-value = 0.05) and this indicated a significant moderate positive correlation. On this basis, null hypothesis is rejected, while alternative hypothesis is accepted. The findings indicate that the sourcing strategy has mild influence on employees' efficiency.

4.8 Discussion of the Findings

In this section, the findings from the in-depth analysis and review of the Topic "Manpower planning and organisational productivity in PZ CUSSONS Nigeria plc- Lagos".

The results of this work unraveled and shed light on the understanding of relationship between manpower planning and organisational productivity as well as the influence that manpower planning has on organizational productivity. I hope these findings can also lead to better understanding of how PZ CUSSON Nigeria PLC can better improve their productivity through manpower planning.

Table 4.3.1 showed that 15.0% of the respondents strongly agreed that present level of workers in their company (PZ CUSSONS NIGERIA PLC- LAGOS) is adequate to generate

the best output, 55.0% agreed, 20.0% disagreed while 10.0% strongly disagreed. Since the majority of respondents agreed that the current level of employees in their company is adequate to produce the best performance, it can be presumed that staff planning and organizational efficiency in PZ CUSSONS NIGERIA PLC-LAGOS will match, however, more analysis in the following sections of this chapter will be used in order to draw a succinct conclusion.

In a bid to understand the link between future employees' demand and job performance, result indicated that 70.0% of the respondents believed that when more workers are employed in future in their organisation, it will enhance job performance while 30.0% are of the opinion that increasing the number of workers in the future will not drive or have any impact on job performance. Since majority answered yes, the findings suggest that there is a link between the number of workers and job performance level in the organisation we are studying.

In a bid to understand the relationship between employees' retention and target achievement, the responses are presented as follows. 15.0% of the respondents agreed that workers are not laid off anyhow in their workplace, hence there is low target achievement. 30.0% disagreed while 55.0% of the respondents strongly disagreed. The result, however, showed that employees are not typically laid off in the company, and thus the target is generally reached.

In an attempt to analyze the relationship between organisation's outsourcing strategy and employees' efficiency, the employees shared their view. 30.0% of the respondents confirmed that there is a standard followed in recruitment policy and this has generated high performance, 25.0% respondents stated that selection process is transparent and this makes competent hands to be employed for optimal result while 45.0% respondents said Internal advertisement to fill vacant position helps a lot to attain effective job performance.

Hypothesis one: The result from testing the first hypothesis showed that the organisations' output is influenced by the current level of staff in the organisation. The results presented in this study supported Parker and Caine conclusion in their study which investigated the importance of manpower planning in the organisation.

Hypothesis two: Researcher also investigated the link between future employees' demand and job performance. Findings showed that there is a significant moderate positive correlation between future employees' demand and job performance. Hence, demand of future employees has mild impact on the job performance of employees in PZ CUSSONS. This is consistent with the previously drawn findings by Ubeku (1983) that human resource needs often affect job performance and overall productivity of the organisation.

Hypothesis three: In the same vein, the study examined the relationship between employees' retention and target achievement. A mild positive correlation was observed with correlation coefficient "r" being 0.685. Also, the significant value was 0.00 which indicated that the relationship was significant. Employees' retention is important and has mild impact on target achievement of the employees. The results presented in this study supported authors' argument. Dale (2004) in his research found that retention of employees, training and development of employees' all contributed to employees' individual and collective achievement and failure to do such will yield undesirable results.

Hypothesis four: findings confirmed this hypothesis, which claimed that there is a significant relationship between the sourcing strategy of companies and the efficiency of employees. This implies that sourcing strategy have significant correlation with the efficiency of employees. The relationship is moderate and positive; hence, employees' efficiency is slightly influenced by sourcing strategy while it is greatly influenced by other variables. According to Kate Purcell (1998), use of sourcing strategies among major employers has developed strongly and is likely to continue as it helps to maintain efficiency among employees.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study was to analyse Manpower Planning practiced at PZ-Cussons Lagos. To evaluate the present level of employees' supply relative to organizational output, to examine the link between the future employees' demand of the organization and job performance, to verify the association between employees' retention and target achievement in the organization, and also to examine the relationship between organisation's sourcing strategy and employees' efficiency.

For this reason, 210 copies of questionnaires were administered to employees of PZ Cussons, Lagos State as well as interviews with the human resource manager and other divisions involved in the human resource planning to solicit further information and detailed explanation.

Primary data was the basic material from which the study is obtained. First-hand full investigation was undertaken through the administration of questionnaires and interviews guides. The project ended with conclusion and recommendations that will help PZ Cussons to improve on their manpower planning practices and also increase productivity.

Chapter 1 checked into the background of the study, described the problem of the study, likewise the objectives of the study, research questions and hypothesis on which the investigation was to be conducted on were formulated. Chapter one also contained the justification and significance of this research and as well described its scope. Terminologies important to the research were defined according to their contextual use in the study.

Chapter 2 presented the review of various work related to the topic and discussions of concepts on the subject matter, from both published and unpublished sources.

Chapter 3 presented the methodology for the study. The chapter basically discussed the research design, research design & the population of the study. It provided information about the source of data which is primary data. An appropriate sample size was determined using multi stage sampling method. Method of data collection and model specification were explained.

In chapter 4, the data were analysed using Software Package for Social Science (SPSS) for easy understanding. This section of the study gave the summary of the data and its interpretation as well as the findings and their implications.

5.2 Conclusion

The main objective of this research was to examine the influence of manpower planning on organizational productivity in PZ Cussons Nigeria PLC Lagos. In addition, there were four(4) specific objectives to the study which sought to determine; the present level of employees' supply relative to organizational output, to examine the link between the future employees' demand of the organization and job performance, to verify the association between employees' retention and target achievement in the organization, and also to examine the relationship between organisation's sourcing strategy and employees' efficiency.

After the analysis of the findings, the study arrived at the following conclusions: that there is a significant moderate positive correlation between future employees' demand and job performance. Hence, demand of future employees has mild impact on the job performance of employees in PZ CUSSONS, employees' retention is important and has mild impact on target achievement of the employees. Retention of employees, training and development of employees' all contributed to employees' individual and collective achievement and failure to do such will yield undesirable results. Manpower needs often affect job performance and overall productivity of the organisation.

5.3 Recommendations

Based on the findings and conclusions of the study, the following recommendations were made:

- 1) Much attention should be placed on the succession plan, hiring highly skilled and competent staff and manpower planning in order to avoid shortage of staff in the organisation and to ensure high productivity.
- 2) For PZ Cussons to achieve targets, it should retain some of its workers through regular and effectual training and development.
- 3) The organisation (PZ Cussons) can improve the efficiency of labour by regularly searching and hiring competent and highly skilled workers.
- 4) PZ Cussons should consider the use of sourcing strategies such as e-recruitment, selection and placement as it helps to maintain efficiency among employees.
- 5) Workers must be well motivated with good pay in other to ensure job retention and labour turnover.

5.4. Contributions to Knowledge

- i. Past studies on organisational productivity focused on issues like employees' productivity and organisational performance, organisational productivity from public entity, improving productivity through work engagement, performance appraisal and employees' productivity, Organisational structure and organisational productivity. As impressive as those studies are, little or nothing has been done on the influence of manpower planning on Organisational productivity. I filled the gap by examining the influence of manpower planning on organisational productivity.
- ii. Organisations: The aim of this study is that the findings should be beneficial to business owners, managers and organizations especially in the locality where this study is being conducted. This is to enable them understand the concept of motivation

and its effect on productivity. It also gives an insight to managers and business owners on the importance of knowing their employees and ensuring adequate motivation in their organizations.

- iii. Government Agencies: This research is also of paramount importance because it would aid government agencies in making and implementing policies that would enhance the stability, growth and development of businesses throughout the region in matters concerning organizational productivity by seeking ways ensure that employees are adequately motivated in their various organizations thereby increasing overall productivity and performance levels.

5.5 Suggestions for Further Studies

- i. The work employed quantitative method of data collection through the use of questionnaires, future studies may combine this method with qualitative method through the use of in-depth interview.
- ii. Organisational productivity has received series of attention in academic, further studies must extend focus to organisational productivity relative to leadership, management style, availability of four factors of production (land, labour, capital, entrepreneur) etc.
- iii. The study examined organisational productivity in manufacturing industry, future studies can extend to banking or service or transport industry.

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APPENDIX
MANPOWER PLANNING & ORGANISATIONAL PRODUCTIVITY
(A STUDY OF PZ CUSSONS PLC- LAGOS STATE)

Dear Respondent,

I'm Okoye Onyeka -- a 400-level student of Mountain Top University. I'm writing a project on the above-named topic in partial fulfilment of the requirements for the award of Bachelor of Science degree in Industrial Relations and Personnel Management. I will appreciate it if the questionnaire is completed to the best of your knowledge with utmost sincerity so as to achieve credible results. The information provided will only be used for academic purpose, and will be treated with utmost confidentiality.

Kindly answer the following questions by ticking (✓) the option that best describes your agreement or filling the spaces provided.

SECTION A: DEMOGRAPHIC DATA

- 1) Gender; a. Male () b. Female ()
- 2) Age Group; a. 29 years and below () b. 30 - 39 () c. 40 - 49 () d. 50 - 59 () e. Above 60 ()
- 3) Marital Status; a. Single () b. Married () c. Divorced () d. Widowed ()
- 4) Educational level; a. Certificate () b. Diploma () c. Bachelors' degree () d. Master's degree () e. Doctorate degree () f. Others (Please specify)
- 5) How long have you worked for this organization? a. 5 years and below () b. 6 - 10 years () c. 11 - 15 years () d. 16 - 20 years () e. 21 years and above ()
- 6) What is your current position in the organization? a. Senior management () b. Middle management () c. Supervisory () d. General Staff () e. Others (Please specify)

SECTION B: LINK BETWEEN PRESENT LEVEL OF EMPLOYEES' SUPPLY AND OUTPUT OF THE ORGANISATION

Tick the appropriate one

	SA	A	D	SD
7) The present level of workers in my work organization is adequate to generate the best output				
8) The current output level in my work organization is enough, hence, there is no need to hire more workers				
9) Employees in my work organization are not given workload at any point in time.				
10) Efforts are made regularly to employ more hands to boost productivity in my workplace				

SECTION C: LINK BETWEEN FUTURE EMPLOYEES' DEMAND AND JOB PERFORMANCE

11. Do you think if more workers are employed in future in your work organization it will facilitate high job performance?.

- a. Yes b. No

12. a). If Yes in question 11 above, how?

b) If No in question 11 above, in what way?

13. In the nearest future,

- a. my work organization will need more workers to boost productivity
- b. my work organization must maintain the present level of employees to boost productivity
- c. my work organization needs few workers to attain high productivity
- d. my work organization must regularly train current staff without recourse to more hands to enhance high productivity.

14. Right now in my workplace

- a. we are short of skilled workers that can bring about high productivity
- b. we must regularly add more competent employees for high output to be attained
- c. many workers must be employed in no distant future to get high profit
- d. succession planning must be implemented to avoid shortage of staff due to retirement of old staff.

SECTION D: RELATIONSHIP BETWEEN EMPLOYEES’ RETENTION AND TARGET ACHIEVEMENT

	SA	A	D	SD
15) In my workplace, workers are not laid off anyhow, hence, target is not usually achieved.				
16) Workers’ conditions of service are well addressed by the management of my organization and this ensures high output achievement.				
17) Regularly training of staff promotes workers retention and standards attainment.				

Tick the appropriate one

SECTION E: ORGANISATION’S OUTSOURCING STRATEGY RELATIVE TO EMPLOYEES’ EFFICIENCY

18. In my work organization,

- a. there is a standard followed in recruitment policy and this has generated high performance
- b. selection process is transparent and this makes competent hands to be employed for optimal result
- c. Internal advertisement to fill vacant position helps a lot to attain effective job performance.
- d. competent hands are hijacked from other related work organisations to accelerate high job performance

19. One unique thing that actually brings efficiency of labour in my work organization is

- a. standard recruitment policy
- b. regular training of employees to enhance their knowledge, skills and attitudes
- c. the regular search for competent and highly skilled workers
- d. retrenchment of incompetent staff to pave way for the best ones.

20. What will continue to facilitate high employees’ job performance is the current method of recruitment of new staff into the organization.

- a. Strongly agree
- b. Agree
- c. Strongly Disagree
- d. Disagree