



THE IMPACT OF HUMAN RESOURCE PLANNING ON ORGANIZATIONAL PERFORMANCE IN BANKS

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Abstract

The rate of employee turnover in the banking industry in Nigeria is the highest of any sector. This has created an environment that

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is unstable and has sometimes led to inconsistencies in performance of banks in Nigeria. Furthermore, the retiring of employees and the resignation or sacking of

employees create a gap that organization has to fill. However, has seen before, there have been many cases of the wrong employee being employed which has led to poor performance by the employee and the bank itself. Therefore, the study examines the impact of human resource planning on organizational performance in Zenith Bank Nigeria Plc. The study adopted a descriptive research design survey of correlational type in which a total of fifty-two

INTRODUCTION

The business world has become intensely competitive and survival and sustainability has become a rarity for many business organizations. The competition has been born out of the rapid growth of technology and the overload of information available to business organizations today. This has made has improved the quality of products and services being offered by business organizations today (Anya, Umoh, and Worlu). With the competition so high, businesses have been forced to develop areas of core competencies which they can use as areas of competitive advantage.

As such, the employees of business organizations have become valuable assets to organizations and sources of competitive advantages which imply that their management and handling is pertinent to the success and sustainability of any business organization (Mildred, 2012). More so in Nigeria, with the scramble for talents high amongst business organizations especially in the banking industry, there is a need to for organizations to

Bank workers in In Banks in Ibadan branch, Oyo state were selected using simple random sampling technique. Questionnaires consisting of socio-demographic characteristics and sections which is on staff performance and motivation. Two research questions and two hypotheses were tested and answered using frequency distribution and pearson product moment correlation at 0.05 level of significant. The

findings of the showed that the extent to which aligning HRP to organization performance in Banks is high ($\bar{x}=3.48>3.0$), employee motivation impacts the organization performance ($\bar{x}=4.01>3.0$) is high, there is a positive relationship in the significant staff performance and human resource planning in In Banks in Ibadan branch, Oyo state; $r(50) = .183$, $p < 0.05$ and there is a positive

relationship in the significant level of motivation of Bank workers in In Banks in Ibadan branch, Oyo state; $r(50) = .694$, $p < 0.05$. It was recommended Training should be done for staffs and this will lead good performance. Bank workers should be motivated in different ways. The importance and recognition of Bank workers should be known to the public.

appropriately direct their human resource to meet their needs. Thus, human resource planning has become a vital management tool for organizational performance (Chand and Katou, 2017). Organizational performance can be measured through financial stability and productivity, but when we have to relate human resource planning with the organizational performance. then we consider some of other variables like efficiency and effectiveness, employee motivation, job satisfaction, trust on employees.

Human Resource Planning (HRP) can be described as an attempt to anticipate the future of the organization and to provide personnel to satisfy customer's demands. Furthermore, Bulla and Scott (2004) described it as the process that ensures that human resource needs of an organization are identified and plan and procedures are made to satisfy those requirements. Globally, the challenge of HRP is to translate the organization's plans and objectives into a timed schedule of employee requirements (Colley and Price, 2010). The nature of business world today is such that for a company to excel it must be able to employ the right employees that meet the specific needs of the firm and fit into their organizational vision and goals.

All too often, managers end up hiring the wrong people and this translates to poor employee performance and ultimately organizational performance, hence the need for HRP (Izueke, 2019). Furthermore, the globalization of the trade today and the development of new and emerging economies around the world have created a competition for talent and employees around the world. For instance, in the United States of America, there has been complaints from the Silicon Valley concerning the shortage in supply of talent in the technology industry, the same complaints has also been raised in the engineering industry (Jacobson, 2010). This can be due to the failure of human resource planners to forecast the future needs of the industry and find adequate strategies to meet those needs.

Furthermore, in Nigeria, since the institution of corporate governance laws for Nigerian Public companies that requires a certain percentage of the board members to be female, there has been huge competition for female talent among many large corporations in Nigeria (Akpata, 2017). This has necessitated that many companies forecast the supply of female talents and based on those forecasts make strategic plans to acquiring the best possible female talents. Furthermore, human resource managers in Nigeria face the challenge of replacing employees who are retiring

with other employees that have similar skill set and experience in order not to create a large void in the organization.

HRP has been used to tackle this challenge in organizations (Arsad, 2012). HRP is used to replace the aging or retiring employees who have specific skill sets which they bring to the organization. The organizations will not want to leave the position void and thereby deprive the organization. Therefore, HRP is used to ensure that their role is filled in such a way that won't disrupt the efficiency of the organization.

Furthermore, in the banking industry in Nigeria, HRP is a skill that is highly needed due to the high rate of employee turnover that is witnessed in the banking sector (Worlu, 2016). Therefore in order to replace the void created by employees who leave HRP is used to forecast this happening and provide the strategies to effectively replace them. HRP is also crucial in the training and development of employees in the banking sector (Worlu, 2016). Due to the regular recruitment of staffs in the banking sector, HRP is used to make sure the employees recruited are cultured in line with the values that the bank represent and are working towards achieving the organizations vision, mission, goals and objectives.

Furthermore, human resource managers in the banking industry in Nigeria face a shortage of effective and efficient leaders with many of the leaders who have played a significant part in the success of the industry aging or about to retire (Adeyinka, 2014). The importance of strong leadership was witnessed in Banks (Osinowo, 2017). According to Usman (2017) this has led to a decline the business performance of Zenit Bank Plc. HRP has been suggested by studies as a solution to these issues (Worlu, 2016; Ejifor & Mbachu, 2011). However, despite the importance of HRP there is still some doubts about its significance in improving organizational performance. Furthermore, the retiring of employees and the resignation or sacking of employees create a gap that organization has to fill. However, has seen before, there have been many cases of the wrong employee being employed which has led to poor performance by the employee and the bank itself. Furthermore, the customers of many of the leading banks are beginning to complain concerning the attitude of some employees towards them especially when handling their complaints about service failures (Hiti, 2016). This has led to loss of trust of customers in the banking sector and a loss of their loyalty (Keshinro, 2015). Additionally, there have hardly been any studies that have tried to investigate the use of HRP in Nigeria or in the banking sector. Therefore, the study examines the impact of human resource planning on organizational performance in Banks.

Research Questions

The following research questions are formulated to guide the conduct of this study and would be answered in the study:

1. What is the extent to which aligning HRP to organization performance in Banks in Ibadan branch, Oyo state?
2. What is employee motivation impacts the organization performance in Banks in Ibadan branch, Oyo state?

Hypotheses

The following hypotheses were tested at 0.05 level of significant:

Hypothesis 1: There is no significant relationship between human resource planning and staff performance in Banks

Hypothesis 2: There will be no significant level of motivation of Bank workers in In Banks in Ibadan branch, Oyo state

METHODOLOGY

A descriptive cross-sectional design was adopted for this survey to assess the impact of human resource planning on organizational performance in Banks to explain and describe the subject of interest among bank workers. The method involved data collection from bank workers in the selected bank using a self-administered questionnaire, which was adapted from previous research. The study was conducted in the Banks in Ibadan branch, Oyo state

The target population comprised of 52 bank workers in Banks in Ibadan branch, Oyo state. This population were gotten from the bank authority which consists of male and female bank workers. 24 (46.2%) of the respondents are male and 28 (53.8%) of the respondents are female. Also, 16 (38.0%) of the respondent are between the age range of 20-30, 25 (48.1%) of the respondent are between the age range of 31-40 and 11 (21.2%) of the respondent are between the age range of 41 years and above. Furthermore, 29 (55.8%) of the workers experience is 1-5 and 23 (44.2%) of the workers experience is 6 years and above.

A sample size of 52 bank workers in Ibadan branch, Oyo state was used for the study through simple random sampling techniques. The instrument was self-structured questionnaire comprising of three sections: A (socio-demographic data), B (impact of human resource planning). Data was computed manually and analyzed using the Statistical Package for Social Sciences (SPSS) version 25.0. Data presented using descriptive statistics (mean, tables and percentages) and PPMC, and tested at 0.05 level of significant.

RESULTS AND DISCUSSION

Research Question 1: What is the extent to which aligning HRP to organization performance in Banks in Ibadan branch, Oyo state?

Table 1: Showing frequency distribution on the extent to which aligning HRP to organization performance in Banks

ITEMS	SA	A	U	D	SD	MEAN \bar{x}	SD
1. THE BANK UNDERTAKES COMPREHENSIVE HR PLANNING ANNUALLY	12 23.1%	12 23.1%	8 15.4%	4 7.7%	16 30.8%	3.00	1.584
2. THE BANK MAINSTREAMS HR PLANS INTO OVERALL STRATEGIC PLAN	33 63.5%	18 34.6%	-	1 1.9%	-	4.60	.603
3. THE BANK HR PLANNING IS BASED ON THE REQUIRED SKILLS, KNOWLEDGE AND ABILITIES OF EXISTING EMPLOYEES	8 15.4%	28 53.8%	5 9.6%	8 15.4%	3 5.8%	3.58	1.109
4. THE HR MANAGER IS A NUMBER OF THE BANK TOP MANAGEMENT COMMITTEE	13 25.0%	10 19.2%	13 25.0%	12 23.1%	4 7.7%	3.31	1.292
5. THE BANK TOP MANAGEMENT UNDERSTAND HOW HR AFFECTS THE ORGANIZATIONAL PERFORMANCE	9 17.3%	10 19.2%	11 21.2%	13 25.0%	9 17.3%	2.94	1.364

WEIGHTED MEAN = 3.48

Table...shows the frequency distribution on the extent to which aligning HRP to organization performance in Banks in Ibadan branch, Oyo state. The bank mainstreams HR plans into overall

strategic plan (\bar{x} =4.60) was ranked highest by the mean score rating on the extent to which aligning HRP to organization performance in Banks in Ibadan branch, Oyo state and was followed in succession by The bank HR planning is based on the required skills, knowledge and abilities of existing employees (\bar{x} =3.58), The HR manager is a number of the bank top management committee (\bar{x} =3.31), The bank undertakes comprehensive HR planning annually (\bar{x} =3.00) and The bank top management understand how HR affects the organizational performance (\bar{x} =2.94) respectively. The table shows the weighted mean of 3.48 is greater than the standard mean of 3.00. This implies that the extent to which aligning HRP to organization performance in Banks in Ibadan branch, Oyo state is high.

Research Question 2: What is employee motivation impacts the organization performance in Banks, in Ibadan branch, Oyo state?

Table 2: Showing frequency distribution on the employee motivation impacts the organization performance

S/N	ITEMS	SA	A	U	D	SD	MEAN \bar{x}	SD
1	Bank workers are well compensated according to their performance	33 63.5%	12 23.1%	4 7.7%	3 5.8%	-	4.44	.873
2	Bank workers are provided with the same opportunities for promotion and training	21 40.4%	19 36.5%	11 21.2%	1 1.9%	-	4.15	.826
3	The bank has clear career guidelines	23 44.2%	15 28.8%	11 21.2%	3 5.8%	-	4.12	.943
4	I have never stagnated in my career progression	31 59.6%	13 25.0%	5 9.6%	2 3.8%	1 1.9%	4.37	.950
5	Bank workers are well equipped with working tools	26 50.0%	12 23.1%	7 13.5%	4 7.7%	3 5.8%	4.04	1.220
6	The bank prepares training projections annually	33 63.5%	18 34.6%	-	1 1.9%	-	4.60	.603
7	The bank undertakes an employee's satisfaction survey regularly	8 15.4%	28 53.8%	5 9.6%	8 15.4%	3 5.8%	3.58	1.109

WEIGHTED MEAN = 4.01

Table...shows the frequency distribution on employee motivation impacts the organization performance in Banks, in Ibadan branch, Oyo state. The bank prepares training projections annually (\bar{x} =4.60) was ranked highest by the mean score rating on employee motivation impacts the organization performance in Banks, in Ibadan branch, Oyo state and was followed in succession by Bank workers are well compensated according to their performance (\bar{x} =4.44), I have never stagnated in my career progression (\bar{x} =4.37), Bank workers are provided with the same opportunities for promotion and training (\bar{x} =4.15), The bank has clear career guidelines (\bar{x} =4.12), Bank workers are well equipped with working tools (\bar{x} =4.04) and The bank undertakes an employee's satisfaction survey regularly (\bar{x} =3.58) respectively. The table shows the weighted mean of 4.01 is greater than the standard mean of 3.0. This implies that employee motivation impacts the organization performance in Banks, in Ibadan branch, Oyo state is high.

Hypotheses

Hypothesis 1: There is no significant relationship between human resource planning and staff performance in Banks

Table 3 showing PPMC summary on the significant staff performance and human resource planning

VARIABLE	N	MEAN	SD	DF	R	SIG	P
STAFF PERFORMANCE	52	44.11	12.59	50	.183	.000	<0.05
HUMAN RESOURCE PLANNING		1.46	.503				

Table 4 show the significant staff performance and human resource planning in In Banks in Ibadan branch, Oyo state. The result revealed that there is a positive relationship in the significant staff performance and human resource planning in In Banks in Ibadan branch, Oyo state; $r(50) = .183, p < 0.05$. Thus there is weak influence of staff performance and human resource planning in In Banks in Ibadan branch, Oyo state. The Null hypotheses is rejected.

Hypothesis 2: There will be no significant level of motivation of Bank workers in In Banks in Ibadan branch, Oyo state

Table 4 showing PPMC summary on the significant level of motivation of Bank workers

VARIABLE	N	MEAN	SD	DF	R	SIG	P
STAFF PERFORMANCE	52	44.11	12.59	50	.694	.000	<0.05
MOTIVATION		44.44	7.03				

Table 4 show the significant level of motivation of Bank workers in In Banks in Ibadan branch, Oyo state. The result revealed that there is a positive relationship in the significant level of motivation of Bank workers in In Banks in Ibadan branch, Oyo state; $r(50) = .694, p < 0.05$. Thus there is high significant level of motivation of Bank workers in In Banks in Ibadan branch, Oyo state. The Null hypotheses is rejected.

Discussion of findings

Research Question one shows the extent to which aligning HRP to organization performance in Banks in Ibadan branch, Oyo state. The findings shows that the weighted mean is greater than the standard mean. This implies that the extent to which aligning HRP to organization performance in Banks in Ibadan branch, Oyo state is high. Research Question two revealed employee motivation impacts the organization performance in Banks, in Ibadan branch, Oyo state. The result shows that the weighted mean is greater than the standard mean. This implies that employee motivation impacts the organization performance in Banks, in Ibadan branch, Oyo state is high. Also, hypotheses one shows the significant staff performance and human resource planning in In Banks in Ibadan branch, Oyo state. The result revealed that there is a positive relationship in the significant staff performance and human resource planning in In Banks in Ibadan branch, Oyo state. Thus there is weak influence of staff performance and human resource

planning in In Banks in Ibadan branch, Oyo state. Lastly, hypotheses two show the significant level of motivation of Bank workers in In Banks in Ibadan branch, Oyo state. The result revealed that there is a positive relationship in the significant level of motivation of Bank workers in In Banks in Ibadan branch, Oyo state. Thus there is high significant level of motivation of Bank workers in In Banks in Ibadan branch, Oyo state.

This is in line with the study of Reilly (2003) concurred that human resource planning practices enable a firm to estimate the demand for labour and evaluate the size, nature, and sources of supply which will essentially be required to meet the demand. Katua et al (2014) discovered that human resource planning strategies can enhance the performance of a firm; that firms ought to develop and document strategies for human resource planning with the object of enhancing both employee and organizational performance. Hassan (2003) pointed that failure to properly articulate and implement the three fundamental functions of human resource planning which include labour forecast, managing demand for employees and available supply in market and keep a balance between labour supply and demand predictions will pose a great problem to firms in terms of cost and expertise which in turns reduce their competitiveness. A study conducted by Gifford (2011) on the development of human resource revealed that Human resource planning identifies the skill requirements for various levels of jobs. A study by Mursi (2003) revealed that there isa significant and positive relationship between human resource planning and organizational performance. A study on coping with change conducted by Bogdan (2012) in the northern province of France highlighted that Human resource planning is important to cope with the change associated with the external environmental factors. Ogunrinde (2001) examined the application of human resource planning and its relationship with organizational performance and found that organizations engaged in human planning performed better than those that did not.

Conclusion

The main purpose of this study is to investigate the impact of human resource planning on organizational performance in Banks. In line with the findings, this research work has established that, the weighted mean is greater than the standard mean. This implies that the extent to which aligning HRP to organization performance in Banks in In Banks in Ibadan branch, Oyo state is high. Also, the weighted mean is greater than the standard mean. This implies that employee motivation impacts the organization performance in Banks, in Ibadan branch, Oyo state is high. Also, there is a positive relationship in the significant staff performance and human resource planning in In Banks in Ibadan branch, Oyo state and finally, there is a positive relationship in the significant level of motivation of Bank workers in In Banks in Ibadan branch, Oyo state. Thus there is high significant level of motivation of Bank workers in In Banks in Ibadan branch, Oyo state.

Recommendations

Based on the findings above the following recommendations have been made:

1. Training should be done for staffs and this will lead good performance
2. Bank workers should be motivated in different ways
3. The importance and recognition of Bank workers should be known to the public
4. Bank workers should be given chances and opportunities to perform their duties in the bank this will allow them to show their ability
5. Bank workers should be strictly on their workers not to go into other works

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