



Manpower planning and organizational performance: A study of Anambra State Ministry of Environment, 2018 - 2022

Victor Benjamine Anaekwe¹, Nonso Sunday Okoye¹, Emmanuel Okoye², Chinelo Patience Ohanyere¹

¹ Chukwuemeka Odumewu Ojukwu University, Igbariam Campus, Anambra State, Nigeria.

² Nnamdi Azikiwe University, Awka, Anambra State, Nigeria.

Correspondence should be addressed to Victor Benjamine Anaekwe; anaekweben@gmail.com

Paper received: 08-05-2025; revised: 10-06-2025; accepted: 19-06-2025; published: 21-06-2025

Abstract

This study investigated the impact of manpower planning on organizational performance in Anambra State Ministry of Environment, Awka. The specific objective of the study was to examine the effect of training on organizational effectiveness in the Anambra State Ministry of Environment. In line with the objectives of the study, one research questions and hypotheses were formulated. The study adopted descriptive survey research design. The population of the study comprised 320 senior staff of Anambra State Ministry of Environment, Awka. Primary and secondary sources of data was used. Questionnaire was employed as the instrument of data collection. Frequency tables and percentage were employed in analyzing the research questions while the hypotheses were tested using Chi-square statistical technique. The analysis was done using Statistical Package for Social Sciences (SPSS) version 21. The study confirmed that training improves organizational effectiveness in Anambra State Ministry of Environment, Awka. The study concludes that the importance of strategic manpower planning in achieving organizational goals cannot be overemphasized. By investing in employee development, the authority can improve performance, enhance service delivery, and achieve its objectives more efficiently. The study recommended amongst others that Anambra State Ministry of Environment should invest in regular training programs to enhance employee skills and organizational effectiveness.

Keywords: manpower planning; organizational performance; training; organizational effectiveness

Introduction

The importance of effective manpower planning in an organization cannot be overemphasized. Manpower Planning must play a more strategic role in the success of an organization. Organizations that do not put their emphasis on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic

employment of their manpower. This therefore calls for effective manpower planning in any organization. An effective human resources plan will provide various mechanisms designed to get rid of talent gaps, which may exist between the organization's supply of labor and its demand for the same. It is a highly dynamic process by nature, and it requires regular adjustments, as the conditions in the labor market keep changing. Manpower planning influences employee skills through the acquisition and development of a firm's human capital.

Manpower planning is concerned with planning the future manpower requirements in the organization. Human Resource manager ensures that the organization has the right type of people in the right number at the right time and place, which are trained and motivated to do the right kind of work at the right time. Obviously, manpower planning primarily makes appropriate projections for future manpower needs of the organization; envisages plan for developing the manpower to suit the changing needs of the organization from time to time and foresees how to monitor and evaluate the future performance. It also includes the replacement plans and managerial succession plans. Manpower planning is the process by which a management determines how an organization should move from its current manpower position to its desired manpower position. Through planning management strives to have the right number and the right kinds of people at the right places, at the right time, to do things which result in both the organization and the individual receiving the maximum long-range benefit.

Manpower planning then translates the organization's objectives and plans into the number of workers needed to meet those objectives. Without clear cut planning, estimation of organizations manpower needs is reduced to mere guesswork. It constitutes one of the major strategies to enhance and improve work performance, this it does by removing deficiencies and preventing deficiencies from occurring. Manpower Planning helps the organization to tap efficiently talents which will help to integrate both the individual and organizational goal. This will consequently minimize some of the problem associated with low productivity, absenteeism and labor turnover. A good manpower planning must respond appropriately to the rapid change in the society and must go beyond forecasting to all aspect of personnel management (Stewart, 2012). Therefore, it is essential to further examine how effective manpower planning influences overall organizational performance.

The efficiency and effectiveness of an organization depends, to a great extent on effective or (active) manpower planning (Biswajeet, 2010). But it is unfortunate that many organizations suffer due to improper manpower planning. With effective manpower planning, organization can be assured of the availability of the right kind of people, in the right number, in the right place and at the right time (Igbinomwonhia, 2010). If organization fails to place capable and competent manpower in the right area of the business, at the right time and right cost, serious inefficiencies are likely to occur creating avoidable operational difficulties or even business failure. Organization with inadequate resource is likely to lack qualitative management in the area or aspect of manpower planning. The quality of management is the primary factor in determining the degree of success of an organization, especially in terms of its performance (Anthon, 2010). These challenges highlight the real-world consequences of inadequate manpower planning within specific organizational contexts.

Manpower planning is a crucial determinant of organizational performance. Observations at the Anambra State Waste Management Authority (ASWMA) revealed several manpower-related deficiencies such as inadequate staffing, lack of skilled personnel, poor work attitudes, low morale, insufficient training, poor welfare packages, weak communication between staff and management, inappropriate recruitment, and weak supervision, all of which undermine service quality (Ononuju et al., 2021). Solid waste is indiscriminately dumped across Anambra State, often outside designated dumpsites. Nnatu (2018) highlighted that indiscriminate dumping is widespread in Nigeria, with uncollected solid waste becoming common and disposal sites posing environmental hazards. This reflects poor performance in waste management, often linked to insufficient manpower. Otiti (2010) similarly identified lack of staff and materials as key hindrances, while Ezigbo (2012) cited staff shortages, inadequate vehicles and waste containers, poor funding, and low dedication to duty as major challenges.

The Anambra State Ministry of Environment, responsible for policy formulation and oversight of the environmental sector, aims to create a clean, healthy, and sustainable environment conducive to tourism and economic growth. However, manpower planning remains a neglected aspect, despite its potential to optimize human resource utilization, reduce labor turnover, and improve organizational performance (Ubabuikwe, 2019). Without proper manpower planning, organizations face work disruption, low productivity, and higher operational costs. In many organizations, heavy investments are made in material resources, while human resource planning receives minimal attention. This has led to declining employee performance and organizational inefficiency. Arthur (2011) emphasized that without functional manpower planning, processes like recruitment, training, and placement suffer, creating obstacles to achieving organizational goals. Matching individuals to the right roles is another persistent challenge. Despite being the most critical resource, human capital is often mismanaged in public institutions. In Anambra, political favoritism and nepotism lead to the placement of unqualified individuals in roles beyond their capability, particularly within the Ministry of Environment, thereby reducing efficiency (Ezeani & Oladele, 2013). These issues underscore the need to critically examine how manpower planning practices impact the overall performance of public institutions in Anambra State.

The failure of public organizations is frequently linked to the absence of strategic manpower planning, improper goal-setting, and ineffective implementation (Ubabuikwe, 2019). This problem is acute in Anambra's public institutions, where workforce planning is either absent or poorly executed. Somkamol (2020) noted that this lack of planning results in chaotic operations, particularly in critical areas such as waste management, where staffing shortages hinder waste collection, sorting, transport, and treatment. Thus, this study explored how manpower planning affects organizational performance, focusing on the Anambra State Ministry of Environment, Awka.

The broad objective of this study was to examine the impact of manpower planning on organizational performance, with reference to the Anambra State Ministry of Environment, Awka, between 2018 and 2022. Specifically, the study aims to examine the effect of training on organizational effectiveness within the Ministry.

This study was guided by the key research question: In what ways does training enhance organizational effectiveness in the Anambra State Ministry of Environment, Awka? To explore this

question, the study formulated the following hypotheses. The null hypothesis (H_0) proposes that training has no significant effect on the organizational effectiveness of the Anambra State Ministry of Environment. In contrast, the alternative hypothesis (H_1) asserts that training contributes positively to improving the Ministry's organizational effectiveness.

Manpower planning has been conceptualized in various ways by scholars, but a common thread lies in its function as a strategic tool to align human resources with organizational objectives. Coleman (as cited in Ubabuike, 2019) describes it as determining manpower needs and how to meet them to implement an organization's plan. This encompasses forecasting future needs, auditing existing manpower, projecting future gaps, and developing recruitment, training, and compensation plans (Stewart, 2012). Dialoke and Duru (2017) view manpower planning as aligning human capital with the business strategy to ensure optimal performance, emphasizing the presence of skilled individuals at the right positions and time. Ede and Dialoke (2020) highlight its anticipatory role, preparing organizations for retirements and avoiding manpower deficits. Similarly, Management Study Guide (2017) frames it as the process of collecting and utilizing information to guide decisions on manpower investments. Ubabuike (2019) emphasizes manpower planning as a road map that moves an organization from one stage to another by placing the right number of employees with the right skills in the right positions at the right time.

Armstrong (2005) notes that effective manpower planning enables HR departments to forecast job requirements and skill needs, thereby providing a future-oriented view of human capital demands. Armstrong (2016) expands this view, stating that manpower planning is shaped by organizational strategy to ensure both short- and long-term goals are met by the right personnel. Beardwell and Claydon (2004) stress its importance in balancing overstaffing and understaffing, while Heneman and Judge (2016) describe it as forecasting labor demand and supply, identifying gaps, and creating action plans. Collectively, these views present manpower planning as a vital organizational process for sustaining productivity, minimizing staffing issues, and ensuring the workforce is well-positioned to achieve strategic objectives.

Organizational performance is a multifaceted concept that lacks a universally agreed-upon definition due to its varied interpretations across disciplines such as psychology, human resource management, and organizational behavior. McCloy, Campbell, and Cudeck (2014) define organizational performance as behaviors or actions relevant to achieving organizational goals, emphasizing that performance is not the outcome but the actions themselves. They argue that performance is inherently multidimensional, involving various interrelated components across different job types. The complexity of defining organizational performance stems from its heterogeneous nature and the diverse objectives organizations pursue at different times. Kirby (2005) described the concept as an open subject requiring further exploration. Lebans and Euske (2016) noted that defining performance necessitates judgment and foresight, as its meaning often varies depending on the assessor's background. Corvellec (2015) supported this view, adding that performance is relative to organizational goals, the time period in question, and the measurement tools used.

Despite definitional ambiguities, scholars agree on the importance of both economic and non-economic indicators in evaluating performance. Lebans and Euske (2016) identified these dual dimensions, which Choi and Mueller (2012) also recognized. Venkatraman and Ramanujam

(2016) further reinforced this perspective, highlighting business, financial, and organizational effectiveness as core elements. Their model has been widely accepted for assessing organizational performance. Daft (2010) defined organizational performance as an entity's ability to achieve goals through efficient and effective resource utilization. Koontz and Donnell (2013) described it as achieving objectives like profit, quality, and market share through strategic actions. Kehinde, Jegede, and Akinlabi (2012) echoed this, viewing performance as measurable through revenue, growth, and productivity. Overall, organizational performance is best understood as a dynamic, multidimensional construct encompassing both financial and operational effectiveness tailored to specific organizational contexts.

The relationship between manpower planning and organizational effectiveness is profound and multifaceted. Manpower planning involves forecasting future workforce needs, evaluating current capacities, and implementing strategies to recruit or phase out personnel, accordingly, ensuring alignment with organizational goals (Tende & Alagah, 2017). Edeh and Dialoke (2020) stress that no organization can thrive without effective manpower planning. A vital component of manpower planning is training, which enhances employees' cognitive, psychomotor, and effective skills, ultimately boosting productivity (Ezeani & Oladele, 2013). Ekaterini (2009) highlights training as a core method for both skill enhancement and communication of organizational goals.

Manpower remains fundamental, even in advanced industrialized societies where technology prevails (Comma, 2008). Accordingly, organizations must fully develop their employees to remain competitive (Devi & Shaik, 2012). Irene (2013) and Olusanya et al. (2012) agree that training, whether intellectual, physical, or social, is critical for productivity and personnel development. Armstrong (2000) and Khan et al. (2011) assert that training programs must be carefully tailored to employee needs. Effective training design integrates learning principles, legal considerations, and the transfer of learning (Mathis & Jackson, 2000; Tsai & Lin, 2007). Motivation also plays a key role in the success of training. Without motivation, even well-designed programs will fall short (Flippo, 1984; Bryan, 1990). Learners must feel a personal need that training can address, such as the desire for promotion or recognition. Stoner, Freeman, and Gilbert (2007) emphasize that organizational goals are unattainable without employee commitment, which is rooted in motivation. Motivation drives purposeful behavior and fosters commitment (Stoner et al., 2007). Eisenhower aptly described motivation as "the art of getting people to do what you want them to do because they want to do it" (Brainy Quote). Thus, manpower planning, training, and motivation are intricately linked to organizational effectiveness.

A comprehensive review of empirical studies across various countries and sectors reveals a consistent and positive relationship between human resource planning (HRP) and organizational performance. This synthesis underscores the importance of strategic human capital management practices such as manpower forecasting, recruitment, training, succession planning, and integration with overall organizational strategies. Sopian and Danrizal (2007) conducted one of the foundational studies on HRP and financial performance, using Malaysian listed companies as the focal point. Their findings showed that organizations implementing HR planning, particularly in areas like human resource supply analysis and integration with HRM functions, demonstrated significantly improved financial performance compared to those that did not engage in structured HRP. This emphasis on alignment between HR planning and strategic management was echoed in subsequent studies across Africa, Asia, and the Middle East.

In Nigeria, several studies have validated the positive influence of HRM and HR planning on productivity and performance. Ulasi (2011), focusing on the Power Holding Company of Nigeria (PHCN), observed that human resource management contributes to the survival and profitability of public sector institutions. Similarly, Olusanya, Awotungase, and Ohadebere (2012) confirmed that effective planning correlates with both organizational productivity and employee performance, highlighting the significance of management attention in performance enhancement. The effect of HRP was not limited to Nigeria. In Pakistan's telecom sector, Afzal et al. (2013) established that modern HR planning practices are positively associated with enhanced organizational performance. This finding aligns with the results of Mohammadnoor et al. (2014), who discovered that HRP, alongside training and development, significantly influenced performance within Jordanian ministries. These findings emphasize the universal applicability of HR planning principles across sectors and geographic boundaries.

In Kenya, Maina and Kwasira (2015) identified a moderate but positive effect of HRP, specifically employee attraction and retention, on performance in County governments. Likewise, Igbokwe, Osakede, and Anazodo (2017) noted that structured manpower planning and curriculum development in Lagos State Civil Service positively influenced service delivery and goal attainment. In the oil and gas sector in Nigeria, Anya, Umoh, and Worlu (2017) found a significant positive relationship between HRP and organizational performance, emphasizing the need for manpower audits to determine labor supply-demand dynamics. Dialoke and Dura (2017) further reinforced this link by demonstrating that effective workforce planning significantly enhances organizational outcomes in media houses in Imo State.

A unique perspective was introduced in the study conducted by Nakirya (2018), who explored succession planning within a Ugandan NGO. While confirming the value of succession planning in supporting performance, the study also exposed challenges such as lack of support from influential stakeholders and ego-related barriers that hinder smooth leadership transitions. AL-Riyami and Banu (2019) examined the determinants of HRP in Omani ministries, confirming that HR planning significantly affects organizational performance. In a similar vein, Ubabuike (2019) in Anambra State, Nigeria, identified that manpower planning, including training, recruitment, and selection, positively impacts the survival, growth, and performance of tertiary institutions, although challenges such as inadequate policies and poor leadership persist. Edeh and Dialoke (2020) extended the discussion to Nigeria's hospitality industry, finding that elements such as employee competence, age, funding, and cultural orientation significantly influence performance. This emphasis on context-specific factors was echoed in Thailand, where Somkamol (2020) found that manpower planning, alongside motivation and employee participation, collectively contributes to organizational effectiveness.

In Western Kenya, Nondoh et al. (2020) examined public universities and found that HRP practices, particularly recruitment and outsourcing, had significant effects on institutional performance. This finding supports earlier conclusions by other scholars on the critical role of recruitment and talent acquisition in organizational growth. A more focused look at manpower planning was offered by Ogar et al. (2021) who assessed Larfage Calabar, Nigeria, and found that manpower policies, proper placement of workers, and availability of resources are crucial for organizational success. The study emphasized the importance of aligning HR strategies with organizational needs. Similarly, Mwangi and Wanyama (2021) affirmed that HRP has a significant

effect on organizational performance in Deloitte Kenya, particularly within audit firms. Within the education sector, Okon, Akpanim, and Usoro (2022) investigated Akwa Ibom State University and reported that while staff mix utilization positively affected productivity, poor work-life balance and lack of incentives negatively influenced motivation and efficiency. This underscores the importance of aligning HR planning not just with recruitment, but also with employee welfare.

Okafor, Okonkwo, and Essell (2022), focusing on breweries in South-East Nigeria, found that forecasting employee numbers and required expertise significantly enhances organizational performance, reinforcing the importance of strategic manpower forecasting in achieving optimal performance. Lastly, Farman et al. (2013) analyzed the telecom sector in Jordan and found that core elements of HRP such as selection, training, and incentives significantly influenced job satisfaction, efficiency, motivation, and technological advancement. Their results support the broader conclusion that HRP is not only integral to performance but also to innovation and employee morale. Across all these studies, a unifying theme emerges effective human resource planning significantly contributes to organizational performance. Whether through recruitment and selection, training and development, succession planning, or integration with organizational strategy, HRP serves as a cornerstone for institutional success. However, challenges such as inadequate policy frameworks, ineffective leadership, poor work-life balance, and cultural misalignment still pose barriers that must be addressed to fully harness the potential of HRP.

The study engages on extensive review of literature on impact of manpower planning and organizational performance. The study looked at various expert opinions on impact of manpower planning and organizational performance by different scholars which include but not limited to the following: Ulasi (2011) carried out research on human resource management and productivity in Nigeria public sector using a study of Power Holding Company of Nigeria (PHCN) Enugu State. The descriptive survey method was used and the research tool was questionnaire; Igbokwe, Osakede and Anazodo (2017) did a study on the effect of manpower planning and development in Lagos State, Nigeria, using the civil service performance as the dependent variable; Somkamol (2020) carried out a study on the impact of manpower planning, motivation, and participation of employees toward organizational effectiveness with particular reference to three logistics companies in Thailand; Okon, Akpanim and Usoro (2022) carried out a study on manpower planning and organizational effectiveness in Akwa Ibom State University; Ogar, Okon, Lateefah and Mbak (2021) investigated the effect of manpower planning on organizational success of Larfage, Calabar. It is evident that the previous studies did not examine manpower planning and organizational performance with particular reference to the effect of training on organizational effectiveness in Anambra State Ministry of Environment, Awka; the effect of supervision on employee commitment in Anambra State Ministry of Environment, Awka; the effect of motivation on efficiency of the employees in Anambra State Ministry of Environment, Awka, and thereby creating gap in literature. This study therefore seeks to bridge this gap in literature.

Method

To guide this study towards proper data gathering and analysis, this study adopted descriptive survey research design. Data was collected from both primary and secondary sources using questionnaire. According to Nworgu (2006), this design is aimed at collecting data on, and describing in a systemic manner, the characteristics, features or facts about a given population.

Corroborating this position, Asika, (2000) maintained that survey design is most suitable when the researcher is interested in observing what is happening to sample subjects or variables without any attempt to manipulate or control them. Banerjee and Chaudhury (2010) describe the study's population as the totality of a group from which statistical information is expected to be extracted from. For the study at hand, the research population is the total number of employees in the Anambra State Ministry of Environment. The population of the study is 320 (three hundred and twenty) which comprised the senior staff of Anambra State Ministry of Environment, Awka. Hence, they constituted the population of the study.

According to Anekwe (2007), the investigator or researcher may decide to study the entire population when dealing with very few people. Hence, the researcher decided to study the entire 320 (three hundred and twenty) senior staff of Anambra State Ministry of Environment, Awka because it is manageable and therefore, there is no need for statistical determination of the sample size. The study adopted purposive sampling techniques for the study. The Statistical Package for Social Science (SPSS) version 21 was used to carry out the entire data analysis. For the basic data on respondents, descriptive statistics namely frequency and percentage were used to analyze the research questions while Chi-square test was used to test the hypotheses at varying degrees of freedom (df) and 0.05 level of significance.

Results and Discussion

H₀: Training does not significantly improve organizational effectiveness in Anambra State Ministry of Environment, Awka

H₁: Training improves organizational effectiveness in Anambra State Ministry of Environment, Awka

The result in Table 1 shows the outcome of the chi-square test conducted to examine whether training significantly improves organizational effectiveness in the Anambra State Ministry of Environment, Awka. The Pearson Chi-Square value is (129.426) with (24) degrees of freedom and a significance level of (0.000). Since the p-value (.000) is less than the standard alpha level of (.05), the null hypothesis (H₀), which states that training does not significantly improve organizational effectiveness, is rejected. Therefore, the alternative hypothesis (H₁) is accepted, implying that training significantly improves organizational effectiveness in the ministry.

Table 1. Chi-square Tests for Hypothesis

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	129.426 ^a	24	.000
Likelihood Ratio	151.649	24	.000
Linear-by-Linear Association	11.435	1	.010
N of Valid Cases	320		

Additionally, the Likelihood Ratio is (151.649) with a significance level of (0.000), further confirming the result of the Pearson Chi-Square test. The Linear-by-Linear Association value of (11.435) and its significance level of (0.010) also indicate a significant relationship between training and organizational effectiveness. With (320) valid cases analyzed, the statistical evidence

strongly supports that training has a significant positive influence on organizational effectiveness in the ministry. This suggests that well-structured training programs contribute meaningfully to the achievement of organizational goals, enhance employee performance, and improve overall efficiency in the Anambra State Ministry of Environment.

The study examined the impact of manpower planning on organizational performance with particular reference to Anambra State Ministry of Environment, Awka. The data generated were subjected to empirical analysis and the following were discovered. The study found that training improves organizational effectiveness in Anambra State Ministry of Environment, Awka. This implies that there will be organizational effectiveness in Anambra State Ministry of Environment, Awka if there is adequate manpower planning. This agrees with the findings of Olonade, Omotoye and Olalemi (2023) that workforce planning would significantly influence organizational effectiveness. This also agrees with the findings of Sang (2015) concluded that manpower planning had a positive and significant influences on organizational effectiveness and performance. Similarly, Afzal, Mahmood, Sherazi, Sajid and Hassan (2013) study found that effective human resource planning enhances performance and effectiveness in organization.

Conclusions

The study investigated the impact of manpower planning on organizational performance in Anambra State Ministry of Environment, Awka. The study found that training improves organizational effectiveness in Anambra State Ministry of Environment, Awka. This finding underscores the importance of strategic manpower planning in achieving organizational goals. By investing in employee development, the authority can improve performance, enhance service delivery, and achieve its objectives more efficiently. It is recommended that Anambra State Ministry of Environment should invest in regular training programs to enhance employee skills and organizational effectiveness. This initiative can improve employee performance and contribute to the ministry's success.

Data Availability

The datasets generated during and/or analysed during the current study are available from the corresponding author on reasonable request.

Conflicts of Interest

All authors in this publication declare no conflict of interest regarding the title, data, location, and results of the research.

Funding Statement

Authors should state how the research and publication of their article was funded, by naming financially supporting bodies followed by any associated grant numbers in square brackets.

Acknowledgments

The author would like to thank all those who have helped in the preparation of this article.

Supplementary Materials

This study does not include any supplementary materials.

References

- Afzal, F., Mahmood, K., Sherazi, S. M. R., Sajid, M., & Hassan, M. (2013). Effect of human resource planning on organizational performance. *Information and Knowledge Management*, 3(2), 173-182.
- Ahmed, M. A. (2020). Effect of succession planning on organization performance: A case of family bank, Kenya. *MBA Thesis*, United States International University-Africa.
- AL-Riyami, F. A., & Banu, R. (2019). The influence of human resource planning on organisational performance: A study in Sultanate of Oman. *International Journal for Research in Engineering Application and Management*, Special Edition, 43-46.
- Anton, A. M. (2010). *Personnel management* (5th Ed). New-Delhi-Ludhiana: Kalyari Published.
- Anyia, C. J. P., Umoh, G. I., & Worlu, G. (2017). Human resource planning and organizational performance in oil and gas firms in Port Harcourt. *International Journal of Advanced Academic Research in Social and Management Sciences*, 3(9), 110-129.
- Armstrong, L. (2005). *Human resource management*. London: Heinemann.
- Armstrong, M. (2006). *A handbook of human resources management practice*, 10th Edition. London: Kogan Page.
- Armstrong, M. (2012). *Armstrong's handbook of human resource management practice* (12th ed.). London: Kogan page LTD.
- Arnoff, J. (2001). Achievement Motivations Training and Executives advancement. *Journal of Applied Science New York*, 7(1).
- Arthur, D. (2011). *Managing human resource in small and mid-sized companies* (6th Ed). New York: Amacom.
- Barber, A. E. (1998). *Recruiting employees*. Thousand Oak CA: Sage.
- Baruch, Y. (2006). Career Development in Organizations and Beyond: Balancing Traditional and Contemporary Viewpoints. *Human Resource Management Review*, 16, 125-38.
- Beardwell, H., & Claydon T. (2004). *Human resources management: A contemporary approach*. 4th Edition. P. 181.
- Biswajet, P. (2010). *Human resource management* (2nd Ed). New Delhi: PHL Learning Private Limited.
- Byus, K., & Lomerson, W. L. (2004). Consumer originated value: A framework for performance analysis. *Journal of Intellectual Capital*, 5, 464-477.
- Charan, R., Drotter, S., & Noel, J. (2001). *The Leadership Pipeline: how to build the leadership powered company*. San Francisco: Jossey Bass.
- Daft, R. L. (2000). *Organization theory and design* (7th ed). U.S.A: South - Western College Publishing, Thompson learning.
- Daniels, S. (2003). Employee training: A strategic approach to better return on investment. *Journal of Business Strategy*, 24(40), 39-42.
- Dialoke, I., & Duru, M. I. (2017). Effects of workforce planning on organizational performance: A study of selected media houses in Imo State, Nigeria. *International Journal of Social Sciences and Management Research*, 3(2), 1-7.
- Edeh, F. O., & Dialoke, I. (2020). Effect of human resource planning on organizational performance of the hospitality sector in Nigeria. *Business Perspective Review*, 2(1), 1-12.
- Edwinah, A. (2006). *Human resource management*. Nigeria: Amethyst & Colleagues Publishers.
- Ejiogu, A. (2013). *Human resource management: Toward greater productivity*. Lagos: Generation Press Ltd.
- Ekundayo, J. A. (2015). Impact of Training and Development on Workers Productivity: A Study of Selected Oil Service Companies in Port Harcourt. *International Journal of Scientific Research in Education*, 8(1), 37-47.
- Elena, P. A. (2000). Employee development through self-development in three retail banks. *Journal of Personnel Review*, 29(4), 491-508.
- Eze, M. O. (2018). Human resource planning and improved productivity in Nigerian public organisation. *Social Science Research*, 4(1), 117-130.
- Ezeani, E. O. (2006). *Fundamentals of public administration*. Enugu: Zik Chuks Publishers.

- Ezeani, N. E., & Oladele, R. (2013). Implications of training and development programmes on accountants productivity in selected business organizations in Onitsha, Anambra State, Nigeria. *International Journal of Asian Social Science*, 3(1), 266-281.
- Ezigbo, C. A. (2012). Management of solid waste in Nigeria: Challenges and proposed solutions. *Sacha Journal of Environmental Studies*, 2(1), 159-169.
- Fapohunda, T. M. (2015). Human resource planning and succession planning in Nigeria's higher education. *International Journal of Research in Management & Business Studies*, 2(2), 56-69.
- Garman, A. N., & Glawe, J. (2004). Succession planning. *Consulting Psychology Journal: Practice & Research*, 56(2), 119-128.
- Hellriegel, D., Jackson, S. E., & Slocum, J. W. (1999). *Management a competency- based approach*. New Delhi: Cengage learning.
- Heneman, H. G., & Judge, T. A. (2016). *Staffing organization* (5th ed). New York: McGraw-Hill/Irwin.
- Hirsh, (2000). *Succession planning demystified*. Brighton: Institute for Employment Studies.
- Holzer, M., & Seok-Hwan, L. (2004). *Mastering public productivity and performance improvement from a productive management perspective*. In HolzerM, Seok-Hwan L Edn, Public productivity handbook, (2ndEdn), Marcel Dekker, New York.
- Ifeanyichukwu, D. M. (2017). Effects of workforce planning on organizational performance: A study of selected media houses in Imo State. *International Journal of Social Sciences and Management Research*, 3(2), 1-11.
- Igbinomwanhia, O. R. (2010). *Human resource management*. Benin City: Broadgate Publishers.
- Igbokwe, I. C. J., Osakede, K. O., & Anazodo, R. O. (2017). The effect of manpower planning and development on employees performance in Lagos State civil service, Nigeria. *Africa's Public Service Delivery and Performance Review*, 2(4), 76-116.
- Iwuoha, C. C. (2009). Impact of training and development programmes on secretaries' productivity in selected business organizations in Owerri, Imo state, Nigeria. *Journal of School of Business and Management and Technology*, 1(1), 106-110.
- Maina, D. K., & Kwasira, J. (2015). Role of human resource planning practices on employee performance in county governments in Kenya: A case of Nakuru County. *International Journal of Economics, Commerce and Management*, 3(5), 1569-1580.
- Management Study Guide. (2017). *Human resource planning*. Retrieved from <http://www.managementstudyguide.com/humanresourceplanning.htm>
- Mullins, L. J. (2005). *Management and organisational behaviour*, 7th edition. London: Prentice Hall.
- Mwangi, M. W., & Wanyama, J. (2021). Effect of human resource planning on organizational performance of Deloitte Kenya. *Journal of Human Resource and Leadership*, 1(1), 32-38.
- Nakirya, Z. (2018). *Succession planning and organization performance (A study of a non government organization-Send a Cow Uganda)*. Bachelor Science Thesis, Kampala International University.
- Nink, C., Boyer, D., & Fogg, J. (2006). Succession planning: Preparing future corrections leaders now. *Corrections Today*, 68(5), 34-37.
- Njeri, L. W., Ngui, T., & Mathenge, F. (2019). Succession planning and organizational performance of faith based organizations: A Case of Catholic Archdiocese of Nairobi. *Journal of Human Resource and Leadership*, 3(3), 44-62.
- Nnatu, S. O. (2018). Health implications of ineffective solid waste disposal for urban residents: A study of Awka Town, Anambra State. *International Journal of Health and Social Sciences*, 7(3), 81-93.
- Noe, R. A. (2012). *Human resource management: Gaining a competitive Advantage*. New York: McGraw-Hill.
- Nondoh, R. A., Tsuma, E., Alala, B. O., & Onyango, R. (2020). Effect of human resource planning practices on organizational performance in public Universities in Western Kenya. *The Strategic Journal of Business and Change Management*, 7(2), 20-39.
- Nwachukwu, C. C. (2007). *Management theory and practice*. Onitsha: African First publishers limited.
- Nwachukwu, C. C. (2009). *Human resource management*. Port Harcourt: Davidstones Publishers Ltd.
- Nwankwo, B. C. (2007). *Basic concepts and principles of manpower planning*. In Fab. O. Onah (ed) Strategic Manpower Planning and Development, 2nd Edition. Nsukka: Great AP Express Publishers Ltd.
- Obi, C. (2012). *Manpower planning and development as an effective tool for achieving organizational goals (a case study of Star Paper Mill LTD, Aba)*. Caritas University Enugu.

- Obisi, C. (2001). Employee development, issues and dimensions. *Unical Journal of public Administrator*.
- Ogar, G. W., Okon, U. I., Lateefah, Y-I., & Mbak, U.U-J. (2021). Effect of manpower planning on organizational success (a mathematical approach). *International Journal of Economics and Business Management*, 7(1), 73-79.
- Okafor, J. N., Okonkwo, R. E., & Essell, B. O. (2022). The effect of human resource planning on organizational performance: A study of selected breweries in the South-East, Nigeria. *International Journal of Management & Entrepreneurship Research*, 4(1), 13-25.
- Okere, L. (2013). *Human resource management*. Port Harcourt: Acahrdee Research and Publications.
- Okere, L. G. (2018). *Pillar in human resource management practice and organizational survival, Inaugural Lecture Series*.
- Okon, E. E., Akpanim, N. E., & Usoro, M. (2022). Manpower planning and organizational effectiveness in Akwa Ibom State University. *Global Journal of Human Resource Management*, 10(3), 1-50.
- Olonade, Z. O., Omotoye, O. O., & Olalemi, O. P. (2023). Workforce planning and organizational effectiveness: Perspective from Osun State Civil Servant. *RUDN Journal of Public Administration*, 10(2), 286-298.
- Onah, N. G. (2010). Culture, women and Hiv/aids IN Nigeria: Implication for National Development. In *2nd National Conference at International Association for Gender Equity*. University of Port Harcourt, Chaoba.
- Onah, R. C. (2007). Assessing the manpower planning environment in Nigeria. In Fab. O. Onah (ed) *Strategic Manpower Planning and Development*, 2nd Edition. Nsukka: Great AP Express Publishers Ltd.
- Onasanya, C. M. D. (2006). *Effective personnel management and industrial relations*. Ibadan: Spectrum Books.
- Ononuju, A. H., Abugu, L. I., Obayi, A. N., Bosah, C. N., Dibia, S. I. C., & Enemuo, N. K. (2021). Solid waste management in Anambra state, Nigeria: Impediments and optimization strategies. *Poll Resources*, 40(2), 971-978.
- Otti, V. I. (2010). Proposal for solid waste management in Onitsha Metropolis. *VSRD-Technical and Non-Technical Journal*, 1(4), 251-254.
- Pamela, A. C. J., Umoh, G. I., & Worlu, G. (2017). Human resource planning and organizational performance in oil and gas firms in Port Harcourt. *International Journal of Advanced Academic Research Social & Management Sciences*, 3(9), 111-129.
- Pekkola, S., Ukko, J., & Rantamen, H. (2007). Linking rewards to performance measurement: Challenges in the private and public sector. *Proceedings of 4th Conference on Control: Measurement and Rewarding Performance, Nice, France*.
- Prokopenko, J. (2007). *Productivity management: A practical handbook*. Geneva: International Labour Office (ILO).
- Punia, B. K. & Saurabh, K. (2013). A review of factors affecting training effectiveness vis-a-vis managerial implications and future research directions. *International Journal of Advanced Research in Management and Social Sciences*.
- Raza, H. (2014). Training and development impact on organizational performance: Empirical evidence from oil and gas sector of Pakistan. *Journal of Business and Management*, 16(1), 67-72.
- Rothwell, W. J. (2005). *Effective succession planning: Ensuring leadership continuity and building talent from within* (3rd ed.). New York: American Management Association.
- Schmalzried, H., & Fallon, L. F. (2007). Succession planning for local health department top executives: Reducing risk to communities. *Journal of Community Health*, 32(3), 169-180.
- Scott, C., & Spriegel, S. (2007). *Personnel management: Principles, practices and point of view*. Tata McGraw-Hill Publishing Company Ltd. New Delhi, Sixth Edition.
- Somkamol, B. (2020). *The impact of manpower planning, motivation, and participation of employees toward organizational effectiveness: A case study of logistics company groups*. Bangkok University.
- Stewart, T. (2012). *Human resources: Managing and developing your most important Ulrich, D* (1997). Human Resource champions: the Next Agenda for Adding Value.
- Tende, F., & Alagah, A. D. (2017). Influence of human resource planning on organizational performance of fast food companies in Port Harcourt, Nigeria. *Imperial Journal of Interdisciplinary Research (IJIR)*, 3(11), 458-467.

- Thornhill, D. (2006). Productivity attainment in a diverse public sector. In *the Institute of Public Administration Seminar on Promoting Productivity Sector, Dublin*.
- Ubabuike, A. M. (2019). Impact of manpower planning on organizational performance (a study of Chukwuemeka Odumegwu Ojukwu University and Federal Polytechnic Oke in Anambra State, Nigeria). *AE-FUNAI Journal of Accounting Business and Finance*, 5(1), 142-169.