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HUMAN RESOURCE PLANNING AND ORGANIZATIONAL PERFORMANCE OF UNION BANK PLC KEBBI STATE.

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Abstract
This study investigated the effects of human resource planning on the organizational performance of Union Bank plc. Data for the study was gathered using questionnaires. The study utilized regression analysis to determine the relationship between human resource planning and organizational performance. Findings from the study showed positive and significant relationship between recruitment and selection and employees' performance, positive and significant relationship exist between human resource development and organization performance, positive and insignificant relationship exist between succession planning and organizational performance. The study recommends that recruitment and selection should be conducted on timely basis to augment the existing personnel. Secondly, training, coaching, mentoring and development policies should be put in place to ensure that personnel meet up with daily challenges of the job daily coupled with suitable succession planning policies to motivate and retain knowledge and experience of outgoing employees.

Keywords: Human Resource, Management, Banking sector, Planning, Employees.

Introduction

The core of strategic management is strategic planning, which is also a managerial tool that gives organizations greater control over their resources and enables them to adapt to changing

environments (Floris & Yilmaz, 2010). Organizations can use strategic planning to deal with future events more effectively and efficiently. Strategic human resources (HR) management, strategic partnering, and ultimately an all-encompassing strategic planning process have replaced the traditional role of personnel management, according to Al-Omaria, et al (2019). Thus, effective and efficient planning of both human and material resource is the bedrock for organizational growth and development. Human resource planning is one of the management functions that is critical to the achievement of organizational goals, as such the strength of every organization depends on the quality of its employees (Ettore & Bratianu 2017, Anya et al 2017).

Human resource planning, according to Kenton (2019), is a continuous process of systematic planning aimed at maximizing an organization's use of its human resources. Human resource planning is defined as "the process of identifying an organization's human resource requirements and developing plans to meet those requirements" (Bulla & Scott, 1994). Human resource planning prevents labor shortages or surpluses by ensuring that employees and jobs are a good fit. Human resource planning (HRP), a key management process, aims to prepare organizations for their current and future workforce needs by ensuring that the right people are in the right place at the right time (Rothwell, 2010).

Organizational Success depends on an organization's ability to effectively plan for its short-, medium-, and long-term labor needs. This is so that the organization can be built around competent employees and their distinctive talents, which has a positive and significant impact on the performance of the organization (Johnson, 2019). The majority of research on the practice of human resource management in contemporary organizations have focused mainly on human resource planning (HRP) (Jones & George 2006: Management Study Guide (2017). In the view of Ede & Dialoke (2020), they assert that human resource managers must engage in a variety of activities to forecast their current and future labor needs. According to management experts, HRP is essential because organizations plan for and anticipate employee retirement with the intention of replacing departing workers with new hires to prevent staffing gaps in the organization (Ede and Dialoke 2020).

Efficiency and effectiveness are in a precarious balance when it comes to organizational performance. Performance is the degree of organizational competitiveness attained through efficiency and ensuring long-term market presence (Cosmin et al. 2012). Organizations are interested in developing their competency in human resource planning, including how to use it to gain competitive advantage (Revelation, 2016). Planning human resources enhances productivity and gives the organization an edge to gain competitive advantage (Tende, 2017). Human Resource Planning enables organizations especially in this competitive era to maintain profitability and productivity. Investing in organization human resource is sacrosanct for organizational growth and development (Kenton, 2019). It is against this backdrop that this study examines the impact of human resource planning on organizational performance of Union Bank Plc in Kebbi State, Nigeria.

Scholars have studied human planning and organizational performance in different countries across the globe and developing nations in different sectors. Owing to the significance of human planning in contemporary organizational performance more contribution to the body of

knowledge would unveil innovative process and procedure of human resource planning that would enhance organizational performance. Scholars such as Davis & Schuler (2021) evaluate the impact of human resource planning on organizational performance; the study was conducted in Austria manufacturing firm. Afzal et al (2013) examine the effect of human resource planning on organizational performance of telecom sector, Pakistan. Anya (2017) investigated human resource planning and organizational performance in oil and gas firms in portharcurt, Nigeria. Mwangi & Wanyama (2021) examine the effect of human resource planning on organizational performance of deliotte Kenya. Edeh & Dialoke (2020) examine the influence of human resource planning on organizational performance of hospitality industry in Nigeria. Chioke & Mbamalu (2020) evaluate the impact of human resource planning and organizational performance: A philosophical approach. Hence none of these studies were conducted in Nigeria's banking sector and considering the role Nigerian banking sector plays in economic development. It is against this backdrop that the research examines the impact of human resource planning on organizational performance of Union Bank in Kebbi State.

The banking sector in Nigeria is highly competitive and one of the major sectors that facilities economic growth and development. Therefore, effective performance of banks in Nigeria especially Union Bank Plc must be maintained through the stability of its human resource and efforts to mitigate the high rate of employee turnover associated with the banking sector in Nigeria (Mukaila, 2012). The competitive nature of Nigeria's banking sector has created a major human resource gap in commercial banks. This human resource gap arises from retirement, resignation and sacking of employees especially in Union bank, particularly affecting the performance of the bank.

The major human resource planning problem in Nigeria's banking sector (Union bank inclusive) is the use of casual staff - casual staff constitute 70% of bank employees in Nigeria according to Oyinkan Olasannoye, national president of the Association of Senior Staff of Bank, Insurance and Financial Institutions (ASSBIFI). This issue of casual staffing affects the recruitment of permanent staff that would take up careers with Union bank and advance to management level, which may hinder effective performance of Union bank. The following hypotheses were tested.

1. There is no significant relationship between recruitment & selection and the organizational performance of union bank Kebbi State.
2. There is no significant relationship between human resource development and the organizational performance of union bank Kebbi State
3. There is no significant relationship between succession planning and the organizational performance of union bank Kebbi State.

Literature Review

Human Resource Planning

Human resource planning determines organizational growth and enhances organizational sustainability and the overall efficacy of an organization through active and continuous

environmental scanning and evaluation of organizational strategies, objectives, and policies to ensure that the right kind and quantity of human resources are available.

Scholars such as Armstrong (2020) established Human resource managers evaluate the current position of a company's labor force in terms of what it expects to accomplish in the future. In a similar view, Vetter (2018) maintained that the process by which management decides how the organization should transit from its current workforce configuration to its desired position is known as human resource planning. Dialoke & Duru (2017) clarify that human resource planning is the process of matching an organization's human resources to its business strategy in order to fulfill its mission. In other words, it means ensuring that an organization has and will continue to have the right people with the right skills in the right jobs at the right time. Individuals must be present at their tasks and complete them effectively and efficiently. According to Ede & Dialoke (2020), human resource planning is a technique for anticipating organizational manpower needs as well as preparing for employee retirement with the goal of replacing the retiring with new ones to prevent personnel gaps in the organization. Hence, this study proxy human resource planning with human resource recruitment and selection needs of the organization as against organizational performance.

Human Resource Recruitment and Selection

The basic challenges that threaten organizational success and development are recruitment and selection. Selection and recruitment are tools used in an organization to select the best candidates for a vacuum position or to obtain the most qualified candidates for a job after the candidates have been sieved and filtered by the human resource team (Aphu, 2018). Significantly, effective recruitment and selection enhance organizational performance. Recruitment, as a human resource management function, is one of the most important activities for an organization's performance. While it is understood and accepted that poor recruitment decisions continue to have an impact on organizational performance and goal achievement, much effort should be put into recruitment and selection practices to enhance the quality of employee's and overall efficiency of the banking sector considering the role played by employees in an organization (Randall, 1987) cited (Akuamoah, Amedagbui, Buabasah, & Letsa - Agbozojoseph, 2016).

Organizations in the 21st century focus on recruitment and selection process in order to be able to attract quality employees because it is essential to the success of the organizations Ofobruku & Iheabunike (2013). According to Deb (2009) the hiring process has become essential to achieving organizational objectives and goals. In previous studies, it was discovered that recruitment and selection strategies had a favorable and significant relationship with organizational performance.

Human Resource Development

Human resource development (HRD) is the process of enhancing employees' knowledge, abilities, and skills within a given organization (Harbison and Meyers (1964). According to Swanson (2001), the process of fostering and/or unleashing human expertise through organizational development (OD) and employee training and development (T&D) is known as human resources development (HRD). According to them, this is done through a process of

formal education while working through a structured and informal training program. It's also encouraged for each employee to develop personally as a result of their willingness to learn new concepts for boosting productivity. According to Garavan (2002), HRD is used in a variety of contexts and tasks. Rodrigues and Chinchokar (2005) describe the process of enhancing, molding, and changing skills, knowledge, creative abilities, aptitude, attitude, values, and commitment based on current and future jobs and organizational requirements in what appears to be a thorough conceptualization of HRD. The goal is to increase workplace productivity.

Succession Planning

Significantly, how an organization cultivates the value of its people and what resources it requires for expansion are the most crucial factors in its future growth (Mehrabani & Mohammad 2011). An HR tool used to meet the organization's present and future needs is succession planning. Succession planning is the method used by organizations to identify and nurture potential leaders early on. The ability to maintain operational continuity with little disruption during leadership transitions can be improved by organizations with the help of effective succession management, which benefits both individuals by fostering strong leadership qualities in employees and organizations by facilitating seamless leadership transitions. According to Armstrong (2012), succession planning management is a strategy for developing qualified managers to fill open management positions within the company. According to Rothwell (2011), as cited in Garg and Weele (2012), “Succession planning is an organized structure formed by an organization to ensure that there is a continuous progression in the organization with retention, skills, and development for future knowledge and progression at the individual level”.

The Concept of Organization Performance

Scholars such as (Abdallah & Matsui 2009; Lee, Lee, Malatesta, & Fernandez 2019) viewed organizational performance as the most crucial and fundamental aspect of management that encompasses a variety of approaches created by specialists to describe and assess organizational success. Due to the different perspectives of philosophers and those who are interested in this field, there is no consensus among researchers regarding what constitutes performance. The preference for technical means in leading, as well as organizational, social, and economic aspects, were some of the perspectives and areas of interest from which scholars envisioned performance (Al-Mahasneh, 2013; Abu Nimeh, Abdallah, & Sweis, 2018).

The two criteria that can be used to measure an organization's performance are "the ability to maintain profitability and long-term market share" and "competitiveness compared to other organizations." Staff commitment has taken center stage in strategic organizational alignment as employee turnover has increased (Suifan, Diab, & Abdallah, 2017). The ability to maintain stability and continuity of work through the accumulation of experiences and past experiments that enrich the organization, as well as the ability to pass these experiences down from generation to generation, is one of the most crucial aspects of organizational performance (Abdallah & Matsui, 2008). This ensures that the organization is not impacted by the absence or change in leadership.

According to Tomal and Jones (2015), "organizational performance" refers to an organization's "actual results or output as measured against that organization's intended outputs." The general organizational performance structure refers to business operations (Leslie, 2018). Cho and Dansereau (2010) defined organizational performance as how well a company performs in relation to its goals and objectives.

Effect of Human Resource Planning on Organizational Performance

Human resource planning is an important factor in determining an organization's performance at any given time. This is because it would be extremely difficult to achieve positive results if the individuals who will carry out organizational objectives are not properly chosen at the point of recruitment based on their age, culture, competency, and access to funding. Human resource managers must find the right candidates and entice them to join the company in order to avoid underperformance. Similarly, succession planning and human resource development are critical components that influence organizational performance. Hence, this study aims at examining whether any relationship exist between human resource planning proxy as recruitment and selection, human resource development and succession planning on the organizational performance of union bank Kebbi state. The relation drive from the findings will determine the effectiveness of human resource planning on organizational performance of union bank Kebbi state.

Empirical Relationship between human resource development and organizational performance juxtaposed

Edeh & Dialoke (2020), they examine the effect of human resource planning on organizational performance in the hospitality industry in Nigeria. Survey research design and questionnaires were used to extract relevant information from respondents. Findings of the study revealed that a positive and significant relationship exists between human resource planning and organizational performance.

Anya, Umoh & Worlu (2017) investigated the effect of human resource planning on organizational performance in the oil and gas industry in Nigeria. Descriptive survey was used as the study design. The findings of the study show a positive and significant relationship between human resource planning and organizational performance. Bello, Kashaam, Ologbenla & Patrick (2017), examined the effectiveness of human resource planning on employee's performance. The study was conducted in Nigeria's Oil and gas industry and a quantitative research approach was employed through surveys. Findings of the study revealed that there is a significantly positive relationship between human resource planning and employee performance.

Al-Riyami & Banu (2019) investigated the influence of human resource planning on organizational performance. The study was conducted in Oman. Descriptive survey was utilized for the study. Findings show that human resource planning is closely linked to organizational performance indicating a positive relationship. Mutua (2019) examined the effect of forecasting and manpower planning on organizational effectiveness and efficiency. The study was carried out in Kenya using descriptive survey design. The findings of the study revealed that manpower forecasting strongly and positively influences organizational effectiveness and efficiency.

Methodology

This study however adopts a survey research design by collecting data through questionnaires from a population of interest and the population of interest of this study is the eighty-eight (88) employees of Union Bank Kebbi State. The area of this study is Kebbi state with a focus on the four (4) branches of Union Bank located in Birnin Kebbi, Jega, Yawuri and Bagudu. The total population of interest in this study is less than one hundred (100) and the population is manageable, the study surveys the entire population. Data for the study were sought from primary and secondary sources. Questionnaires were used to retrieve data from respondents and data for the study was analyzed using SPSS Vision 23. Correlation and regression analysis were used on data collected from the respondents to determine the relationship between independent variable and dependent variables.

Result and Discussions

The data used in this study were generated from the questionnaires administered to the respondents. Data collected was checked for completeness and accuracy, it was then summarized, coded, and tabulated with the assistance of statistical package (SPSS version 23). Statistical correlation and multiple regression tools were used for data analysis and multiple regression used to test the hypotheses. The results of Spearman Rank correlation between the dependent and explanatory variables are presented in the table below. The study used Spearman Rank Correlation because of the nature and dichotomy of the data. This data normally has normality problems which can only be resolved using Spearman Rank Correlation.

Correlation matrix

Variables	Organization performance	Recruitment and selection	Employment development	Succession planning
Organization performance	1.000			
Recruitment and selection	0.852**	1.000		
	0.000			
Employment development	0.656**	0.630**	1.000	
	0.002	0.003		
Succession planning	0.247	0.050	0.472*	1.000
	0.294	0.835	0.036	

Source: SPSS 23 Output (2023).

*Note: **Correlation is significant at the 0.01 level (2-tailed)*

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This section shows the correlation and relationship between the independent variable and the dependent variables. The values of correlation range from -1 to +1. The symbol of the correlation coefficient indicates if the relationships between the variables are positive or negative as well as the direction of the variables. Absolute values of the correlation coefficient and larger indicate strength and strong relationships. The correlation coefficients on the main diagonal are 1.000 for

all the variables, which indicate perfect and positive linear relationship that each variable has with itself. Table above indicates that there is a positive relationship between recruitment and selection and organizational performance at value of 0.852 and the relationship is significant at 1% level of significance. The positive relationship indicates that recruitment and selection and organization performance move in the same direction.

Similarly, the result also shows that there is a positive relationship between employees' development and organizational performance at coefficient values and probability value of 0.656 and 0.002 respectively. Additionally, the relationships are significant. More so, the study documented that relationship between succession planning and organization performance is positive at coefficient value of 0.247. However, insignificant at probability value of 0.294. The positive relationships for both employee development and succession planning with organization performance suggests that as employee development and succession planning increase, organizational performance will also increase.

Regression Result

Variables	Coefficient	t-value	p-value	Remark
Constants		-0.816	0.426	
Recruitment and sel.	0.799	4.818	0.000	Positive and significant
Employee dev.	0.069	3.368	0.000	Positive and significant
Succession planning	0.175	1.196	0.249	Positive and significant
R-Square		0.769		
Adj. R-Square		0.726		
F-Ratio		17.790		
P-value		0.000		

Source: SPSS 23 Output (2023).

The above table presents the coefficients and t-statistics of OLS regression results. The results depict that the adjusted R^2 is about 73%, which gives the proportion, or percentage of the total variation in the dependent variable explained by recruitment and selection, employee development and succession planning of the sampled Union Banks jointly. It signifies that 73% of the total variations in Union Bank's performance are caused by their recruitment and selection, employee development and succession planning while the remaining 27% of the total variation in organizational performance was caused by factors not explained by the model.

The table above shows that recruitment selection has a positive and significant impact on performance of Union Bank in Kebbi state, from the coefficient of 0.799 with p-value of 0.000, which is statistically significant because the p-value is less than 5% of the pre-selected level of significance. The positive coefficient values reveal that a unit increase in the recruitment selection of union bank will lead to an 80% increase in organizational performance of the bank. Consequently, employee development has positive and significant impact on organizational performance of Union Bank, from the coefficient of 0.069 with p-value of 0.000 which is

statistically significant because it is less than 5% of the pre-selected level of significance. The results reveal that a unit increase in employee development will lead to a 7% increase in the performance of Union Bank in Kebbi state.

The results also show that succession planning has a positive and insignificant impact on organizational performance of Union Bank in Kebbi state, from the coefficient value of 0.175 with p-value of 0.249, which is statistically insignificant because it is greater than 5% of the pre-selected level of significance. The positive results reveal that a unit increase in succession planning will lead to an 18% increase of organizational performance of Union banks in Kebbi state.

As shown in the result of the study, there is positive and significant relationship between recruitment and selection and organizational performance of all union bank branches in Kebbi state. This finding is in line with Khan et al. (2011); (Eric, 2012); (Chinomnso, 2014). The result therefore, achieves objective one of the study. On the other hand, the study provides enough evidence to reject the hypothesis that there is no significant effect of recruitment and selection on organizational performance of Union Bank in Kebbi state. The positive effect also shows that as recruitment and selection increases, organizational performance will also increase.

The regression results also reveal positive and significant relationship between human resource development and organizational performance of Union Bank in Kebbi state. This finding is in line with Khan et al. (2011); (Eric, 2012); (Chinomnso, 2014). The result achieves objective two of the study as well, and it provides enough evidence to reject the second hypothesis that states that employee development does not have a significant effect on organizational performance since the p-value in the Table is less than 5% level of significance.

The study shows a positive and insignificant effect of succession planning and organizational performance in Union Bank. The finding is consistent with Fapohunda (2015); and Farashah et al. (2011). This result achieves the third objective of the study. The study also accepted the third hypothesis that states that succession planning does not have significant impact on organizational performance. The positive effect indicates that as succession planning increases, organizational performance will increase.

Conclusion and Recommendations

From these findings, it was concluded that Union Bank Kebbi state should regularly review their recruitment and selection policies. Effective recruitment and selection enhance organizational performance and competitive advantage of Union Bank in Kebbi state. Secondly, it was concluded that employee development has a direct and positive impact on organizational performance. Thus, on-the-job and off-the-job training are critical to organizational performance in Union Bank Kebbi state owing to the fact that constant training and development always prepares employees for current and emerging challenges both internally and externally. Furthermore, effective succession planning is essential to organizational growth. Lastly, human resource planning is the bedrock upon which organizational performance is built, which stretches a pathway for organizational competitiveness, profitability, growth, and development.

From the findings, the following recommendations were made.

1. Union Bank's recruitment and selection process should be reviewed to enhance the quality of the employees that would be employed. Thus, competent and fit employees must be employed to enhance organizational performance.
2. Regular on-the job and off-the-job training should be conducted on a monthly or quarterly bases to keep employees up to tabs with current realities relating to banking ethics and code of operations in the banking sector.
3. Succession planning should be encouraged within HR departments and top management in order to retain and maintain the experience of outgoing competent staff.

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