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Human Resources Planning and Sustainable Development in Imo State Ministry of Works, Owerri Imo State, Nigeria

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Abstract

This study focused on human resource planning and sustainable development in Nigeria using Imo State Ministry of Works Owerri. The study was carried out to determine the extent human resources planning contribute to organizational growth in public sector. The researcher employed two research objectives, two research questions and two hypotheses to analyze the subject matter. Descriptive survey research design was adopted by the researcher, and questionnaire served as instrument of data collection. The data collected were presented in tables and analyzed using simple percentage and chi-square. The findings revealed that there is significant relationship between manpower planning and employee productivity in Imo State Civil Service; and there is significant relationships between manpower planning and organizational effectiveness in Imo State Civil Service. Based on the findings, the study recommends that there should be regular manpower planning in all government establishments. Also, the issue of manpower planning should always consider the economic and socio-cultural variables/resources which can make the workers work or hinder their performance. More so, the issue of manpower planning should be the primary function of manpower department which must make up of specialist in human resources management.

Key Words: Human resources planning, Sustainable development, Employee productivity, Organizational effectiveness.

Introduction

The ability of an organization to achieve its goals does not just happen. It is obstinate and therefore need to be planned (Akpanabia, 2015, and Achi, Johnpedro Adiele and Ubah, 2022). An organization does not just have the right kind and quantity of human resources it requires in order to attain its goals. It must plan for its personnel needs by determining the number and kinds of employees it requires to accomplish its overall objectives.

That is why Agulanna and Madu (2009) observed that when we think of an organization, we think of people and we think of goals to be achieved. Therefore we can define human resources planning as the strategy for the procurement, utilization, development and preservation of an organizational human resources (or staff), so that the right man will be at the right job at the right time for organizational growth and development. Here, human resources planning is all about forecasting the future manpower need of the organization so as to attract, retain, and develop the required organizational human resources. An organization that does not plan for manpower may find that it is not meeting either its personnel requirements or its overall goals effectively. For that to work, the human resources have to be well planned before time. This explains why Human Resource Planning (HRP) has come to be recognized as the very first step in the human resources process.

According to Derek, Laura and Stephen (2008), manpower planning is an information regarding decision making process designed to ensure that enough competent people with appropriate shills are available to perform jobs where and when they will be needed. On the other way round, sustainable development is all about the development which took care of today, tomorrow and the future. It seeks to maintain and improve on organization's ability to achieve corporate objectives by developing strategies which are designed to increase the present and future contributions of manpower.

To achieve sustainable development in organizations, Oguonu (2007), asserts that human resource planning is a double-edged sword. If used properly, it leads to maximum utilization of human resources, reduces excessive labour turnover and high absenteeism, improved productivity and aids in achieving the objectives of the organization. If faultily used, it leads to disruption in the flow of work, lower production, less job satisfaction, high cost of production and constant problems for the management personnel. Manpower planning helps an individual to improve his skills and utilize his capabilities and potentials to the utmost.

Statement of the Problem

While there are many benefits and uses of human resources planning, there are certain inherent limitations of it. Human resources forecasting is tricky exercise. This is because it suffers from inaccuracy as it is difficult to prepare long range forecasts accurately. Inaccuracies are caused when forecasts from several operating divisions are merely totaled together without a critical scrutiny. Thus the limitations arise both from the uncertainty of forecasting itself and from the methods used in manpower planning.

Objectives of the Study

The general objective of this study focused on human resources planning and sustainable development in Nigeria using Imo State Ministry of Works.

The specific objectives include:

1. To find out the relationship between human resources planning and employee productivity.
2. To determine the relationship between human resources planning and organizational effectiveness.

Research Questions

1. What are the relationship between human resources planning and employee productivity?
2. What are the relationship between human resources planning and organizational effectiveness?

Research Hypotheses

Based on the objectives on research questions, the following hypotheses were formulated.

H_{o1}: There is no significant relationship between human resources planning and employee productivity.

H_{o2}: There is no significant the relationship between human resources planning and organizational effectiveness.

Concept of Human Resources Planning

Many scholars have examined the concept of human resources planning. In the view of Achi, Johnpedro, Adiele, and Ubah (2022), human resources planning succinctly is the process by which management determines how the organization should move from its current manpower position to its desired position. Through planning, management strives to have the right number at the right places at the right time, doing things, which are right in the organization and the individual receiving maximum long run benefits. For Agu (2015), it is a process by which management determines how the organization should move from its current (human resources) position to the desired (human resource) positions.

According to Derek, Laura and Stephen (2008), human resources planning is an information regarding decision making process designed to ensure that enough competent people with appropriate shills are available to perform jobs where and when they will be needed. Therefore we can define manpower planning as the strategy for the procurement, utilization, development and preservation of an organizational human resources (or staff), so that the right man will be at the right job at the right time for organizational growth and development.

Sustainable Development

Scholars of social sciences and other development disciplines have explained the concept of sustainable development in distinct ways; hence the concept has no generally accepted definition. According to Achi, Johnpedro, Adiele, and Ubah (2022) sustainable development is the development for both current and future benefits. When there is reduction in poverty, increase employment opportunities, improvement in infrastructural facilities (road, electrification, pipe borne water), high level of political stability, improved maternal health and reduction in infant mortality, improved income and per capital of the citizen, we say that there is development (Okwandu and Jaja, 2021). But when such measures are taken today in consideration to tomorrow benefits, we call it sustainable development.

Sustainable development is the development that enhances the positive transformation of the country which positively affects the existing nationalities, cultural background, and ethnic grouping in the nation for current and future benefits (Olawale, 2013). It is the development that enhances infrastructural improvement – road construction/rehabilitation, steady power, provision of portable water, housing, improvement of health facilities and human capital improvement (poverty and unemployment reduction, human capital/educational training and many others).

Features of Human Resource Planning for Sustainable Development

Sound human resources planning have many Features. Anyadike (2013) and Ikeanyibe (2019) identified the following:

i. Is a complete process. It is not an individual or haphazard activity. Every aspect of personnel management is covered under it from recruitment to retirement. The means that an

organization must continue to review its human resources needs so as to keep abreast with current realities in the competitive global business world.

ii. It links the present manpower requirement with the future requirement, so that the organisation will continue to grow and expend.

iii. It is a perspective plan. Manpower planning is a long range planning for development of personnel, and it is undertaken by the personnel department on behalf of management. This is to make sure that the right persons are in the right sections/departments in the organization.

iv. It depends on organizational requirements such as financial position of the organization; expansion of programmes i.e. whether the organization wants to expand its activities or not; needs and requirements of the organization (both of workers and management); foresightedness of the organizational leadership. The organizational needs will therefore determine the planning.

v. One hundred percent accuracy is not ensured in manpower planning. There is no exactness in the estimate of the future growing need of trained men and women to be inducted into the service in the years to come. Manpower planning deals with human beings and human behaviour cannot be predicted accurately.

vi. Manpower needs for public sector cannot be considered in isolation of the need of the private sector. Manpower planning is not something that can be taken in a vacuum. The personnel agency should not only take into account the growing needs of the public sector but also the growing need of the private sector, and vice-versa.

vii. Manpower planning, if it has to be effective, has to take into account the environmental and social values attached to certain occupations of the people. Here, political, economic, socio-cultural and certain global issues have to be taken into consideration.

viii. A good manpower plan must not be rigid but should be flexible thus giving room for change, particularly when it does not yield the required result.

ix. Periodic review is required. Every manpower plan must be periodically reviewed according to latest developments, directives of the government, changed environment, changed legislation etc.

x. Given that sometimes, information gathered from within and outside the service is not reliable, the collection of manpower data must be done with latest techniques.

xi. Anticipating manpower problems by projecting present resources into the future and comparing them with the forecast of requirements to determine their adequacy quantitatively and qualitatively.

xii. Planning the necessary programmes of requirement, i.e. selection, training, development, utilization, transfer, promotion, motivation and compensation to ensure that future manpower requirements are properly met.

Importance of Human Resource Planning for Sustainable Development

According to Nwachukwu (2000), the modern state is a welfare state and no longer a police state. As a result of this, the governments of democratic state have taken up the welfare of individuals by providing social services. Governments of today have assumed much more functions in different fields of activities and these functions of government are not static. For example, in Nigeria, there is a slogan, “vision 20:2030”. This can only be achieved by training the human resource in the country, establishing schools and industries and growing our economy. This focuses on forecasting future growing needs of

the country for sustainable development. To achieve the above plan, the number of staff required to implement the plan, adequate training facilities etc., should be put into account (Ikeanyibe, 2019).

Sustainable development objectives are focused on environmental, social, economic and human capital development of today without negatively affecting tomorrow, but making tomorrow very effective (Onwumelu & Dialoke, 2018). To perform the functions in the light of the objectives, Public service has to secure personnel with the necessary qualification, experience and knowledge. With human resources planning, better personnel policies are formulated which .attract best people to occupy the posts therein.

If the country has to survive, the public service has to perform more and more functions (Akpanabia, 2015). This requires efficient personnel with good qualification, knowledge and experience. The nature of present work force working in the public service necessitates improvement in the experience and knowledge of the personnel. This requires manpower planning (Ikeanyibe, 2019).

To achieve sustainable development, manpower Planning includes the preparation of certain plans for training of men and women so that they can be inducted into the service in the years to come. In- service training should be in such a way that an employee does not remain at a particular level of duty, responsibility or pay. Rather, the training should be in such a way that one day he is going to be in a superior position like the superiors of today (Anyadike, 2013). Manpower needs for government services cannot be considered in isolation of the need of the private sector. Manpower planning is not something that can be taken in a vacuum, the personnel agency should not only take into account of the growing needs of the public sector but also take into account the growing need of private sector.

Manpower planning increases job satisfaction which is very low in government services. With manpower planning, there is motivation of employees to achieve targets (set by the organisation and morale will be high as a result of job satisfaction). Human resource planning is essential because of frequent labour turnover and absenteeism which are unavoidable (Chukwuemeka, 2010).

Empirical Review

Achi, Johnpedro, Adiele, and Ubah (2022) focused on influence of human capital development on employee performance in Starline Nigeria Limited Aba, Abia State, Nigeria. The researchers employed survey research design and questionnaire were used to collect data. The data collected were analyzed using percentages and chi-squire. The findings revealed that there is significant impact of training on employee performance; and employee educational level can enhance employee performance in the firm under study. It was therefore recommended that the investment profile of the studied organizations should be tied to human capital development elements like training and retraining (on-the-job and off-the-job) of her human capitals. Also, recruitment of experienced employees and creation of policies that encourages human capital development including formal education should be part of their strategic plans. These will enhance employee performance and encourages the achievement of organizational goals.

Onwumelu and Dialoke (2018) investigated to impact of human capital development a performance of selected oil service firms in River State, Nigeria. The population of the study was 150, out of which 109 was determine as sample size through the use of Taro Yamane. It used survey, questionnaire and analyze data through mean. Finding revealed that training has a positive impact on employee performance.

Agu (2015) focused on the performance appraisal and growth of government establishments: a study of NIPOST Owerri, Imo State. The study was carried out based on the need to determine the effect of employee appraisal on employee commitment to duty, employee retention, organizational expansion and the level of organizational profitability. In line with the above, four research questions; four research

objective and three hypotheses were formulated and used. The researcher employed survey research design and questionnaire served as the instrument of data collection. The data collected were analyzed using simple percentage and hypotheses were tested using Spearman's Ranking Coefficient Correlation. Based on the data analysis, the result revealed that performance appraisal has significant impacts on government establishment, hence it promote revenue generation, employee commitment/input, organizational productivity, and organizational peace and harmony.

Research Gap

From the empirical studies, it could be seen that some past studies covered the dependent variables without the independent variable, while others covered independent variable without dependent variable. Still some were just related. More so, none of the past works cover the organization under study (Imo State Ministry of Work). The indices in our objectives were not exactly covered by any of the past researches; hence the originality and need for this paper.

Maslow Hierarchy of Needs Theory

This theory was propounded by Abraham Maslow and is popularly referred to as the hierarchy of needs theory. It is the most popular of content theories and it is based on the belief that people are motivated by five needs that are hierarchical.

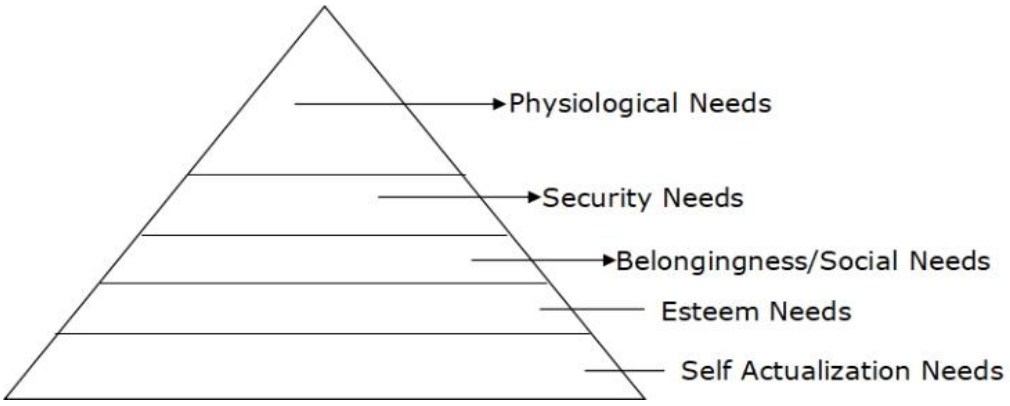


Fig 1: Maslow Hierarchy of Needs

Source: Okeke (2010): Administrative Theories and Thoughts. Enugu: Noble Publishers Ltd

At the lowest level is the physiological need which includes things like food, sex, shelter, water, air etc (Akpanabia, 2014). In the organization, these needs are satisfied by good salaries and good working condition which is in line with effective manpower planning in the ministry.

The next stage is the security needs; these include freedom from physical danger, fear and pain. This need reveals the fact that money may not always be the motivating factor for employees in organization. In line with effective human resources management, the motivating factor here is job security. The organization can take care of these needs through job security, insurance schemes, good retirement benefits and a safe working environment.

The third stage is Belongingness needs; this relates to people's desire for social belonging, friendship, love and affection (Okeke, 2010). This need can be provided for in the work place by encouraging social interaction among workers and giving the workers a sense of belonging in the workplace through the Human Relations Approach to Management. Here, people are satisfied in the organization because they belong to certain class they want.

The Esteem need comes next, this is the need to be respected by other workers and also have self-esteem. Through effective human resources management, the organization can take care of this need by adopting an equitable appropriate reward system, good job titles and giving employees challenging job responsibilities.

The final stage is the need for self-Actualization. At this level, the worker needs to feel fulfilled and full. This comes from the feeling that one has realized his full potentials. The organization can help the worker in realizing this need by involving him in decision – making and creating a clear career path for all employees to realize their full potential (Maslow, 1954).

While Maslow's theory has been accepted by many, some others have criticized it for certain shortcomings. First, the arrangement of the need in a hierarchy has been criticized for its rigidity. It is argued that some of the needs may occur simultaneously while individual references dictates which of then needs that are considered important. For instance, while some people are motivated by money, others are not motivated by it. The theory also fails to consider the influence of culture, religions, education and background d which was not taken into account (Okeke, 2010).

To a large degree, Maslow's ideas help us to understand that everyone has a basic need that must be satisfied. Despite this shortcoming, the theory is relevant to managers who are desirous of motivating their workers for higher productivity.

The **physiological need** of the workers is in line with financial motivation; hence the issue of food, shelter and clothing can only be satisfied using the money which the staff has earned in the organization. This is the basic primary needs of workers in the organization.

The next need in the hierarchy is the **security needs**. When a worker is employed in an organization, one of the things that can make him to work well is through effective job security. It should be noted here that the issue of job security is not assured, promoted and attainable in the Nigerian private sectors. But, security of jobs is one of the basic things in the Nigerian public sectors like - the Ministry of Works.

Then the issue of **belongingness/social needs**. This is the motivational strategy through which organization can motivate their employees. This is the need to belong to social organization like workers union, meet friends, join organizational club and participate in the organizational social activities. Workers always look out to organization that can provide the social/ belongingness needs for them.

Next come the **esteem needs.** This is the need to grow in the organization, have experience, have recognized worth and attract needed respect from colleagues. An employee gets this motivation from the organization when he/she has stayed for certain number of years and has gathered the needed experience and expertise. In this case, the employee will attract high respect from the organizational community members.

Finally, the **self actualization needs.** The employee enjoys self actualization needs when his dream of becoming part of the management team has been achieved and when he has grown and become part of the decision makers in the organization.

This theory was used because it enables us to understand the human resources needs in the organization. When the organization is effective in its manpower planning, it will make the workers to belong to the organization, thereby focus in managing and achieving physiological needs, security needs, belongingness/social needs, esteem needs and self actualization needs.

Research Methodology

The research design that is adopted by the researcher is descriptive survey research design. The population of this study is therefore made up of the entire staff of Ministry of Works in Imo State, which

is 300 in all. To determine the sample size the formula of Yaro Yamere was used. The formula is given as follows:

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

Where
n = the sample size
N = population of staffs. An estimated population of 300 is used.
e^2 = square of maximum allowance for sampling error at 5% level of significance.

$$n = \frac{300}{1+(300)\ (0.05)}$$

$$n = \frac{300}{1+(300)\ (0.0025)}$$

$$n = \frac{300}{1+(0.75)}$$

$$n = \frac{300}{1.75}$$

$$n = 171.428$$

Approximately = 171
The sample size (n) = 171

More so, purposive sampling technique was used. In carrying out this research, the use of questionnaire was employed to gather necessary and relevant data from the respondents. This method was used in order to minimize the problem associated with data collection and to ensure that results from respondent are reliable and bias – free as expected. Data from questionnaires were analysed using simple percentage and chi-square.

Data Analysis and Results

Table 1: There is significant relationship between manpower planning and employee productivity in Imo State Civil Service.

Options	No. of Respondents	Percentage (%)
Agree	127	74.7
Disagree	43	25.3
Total	**170**	**100**

Source: survey data 2026

From the above table, 74.7% of the respondents agreed that there is significant relationship between manpower planning and employee productivity in Imo State Civil Service while 25.3% of the respondents disagreed.

Table 2: Effective manpower planning encourages employee performance

Options	No. of Respondents	Percentage (%)
Agree	100	58.8
Disagree	70	41.2
Total	**170**	**100**

Source: survey data 2026

From the above table, 58.8% of the respondents agreed that effective manpower planning encourages employee performance while 41.2% of the respondents disagreed on the view.

Table 3: There is significant relationship between manpower planning and organizational effectiveness in Imo State Civil Service.

Options	No. of Respondents	Percentage (%)
Agree	129	75.9
Disagree	41	24.1
Total	**170**	**100**

Source: field data 2026

The table above showed that 75.9% of the respondents agreed that there is significant relationship between manpower planning and organizational effectiveness in Imo State Civil Service while 24.1% of the respondents disagreed.

Table 4: Organizational effectiveness and stability can be achieved through effective manpower planning

Options	No. of Respondents	Percentage (%)
Agree	100	58.8
Disagree	70	41.2
Total	**170**	**100**

Source: survey data 2026

The table above showed that 58.8% of the respondents agreed that organizational effectiveness and stability can be achieved through effective manpower planning while 41.2% of the respondents disagreed.

Testing and Interpretation of Hypothesis

Restatement of Hypothesis One

Ho1: There is no significant relationship between human resources planning and employee productivity.

Hi1: There is significant relationship between human resources planning and employee productivity.

To test hypothesis one, data in table 1 and 2 were used.

Table 5: Observed Frequency

Options	No. of Respondents		Percentage (%)
Agreed	127	100	227
Disagreed	43	70	113
Total	**170**	**170**	**340**

Source: Based on data in table 1 and 2

$$\sum = \frac{\text{row total x column total}}{\text{Grand total}}$$

$$E_{1,1} = \frac{227 \times 170}{340} = 113.5$$

$$E_{1,2} = \frac{227 \times 170}{340} = 113.5$$

$$E_{2,1} = \frac{113 \times 170}{340} = 56.5$$

$$E_{2,2} = \frac{113 \times 170}{340} = 56.5$$

Table 6: Computation of chi-square (x^2) $\sum \frac{(Oi - Ei)^2}{Ei}$

Observed (Oi)	Frequency	Expected (Ei)	Frequency	Oi – Ei	$(Oi - Ei)^2$	$\frac{(Oi - Ei)^2}{Ei}$
127		113.5		13.5	182.25	1.61
100		113.5		-13.5	182.25	1.61
43		56.6		-13.5	1882.25	3.23
70		56.6		13.5	182.25	3.23
340						**9.68**

X^2 calculated =9.68

At 5% level of significance, degree of freedom (df) is (row – 1) x (column – 1), which is (2 – 1) x (2 – 1) = 1

X^2 tabulated at 5% level of significance, degree of freedom 1 = 3.84

Decision Rule

Since X^2 calculated is greater than X^2 tabulated that is 9.68>3.84, we will reject the null hypothesis and accept the alternative, and hence conclude that there is significant relationship between human resources planning and employee productivity.

Restatement of Hypothesis Two

Ho2: There is no significant the relationship between human resources planning and organizational effectiveness.

Hi2: There is significant the relationship between human resources planning and organizational effectiveness.

Here, data in table 3 and 4 were employed to test the hypothesis two.

Table 7: Observed Frequency

Options	**No. of Respondents**		**Percentage (%)**
Agreed	129	100	229
Disagreed	41	70	111
Total	**170**	**170**	**340**

Source: Based on data in table 4 and 5

$$\sum = \frac{\text{row total x column total}}{\text{Grand total}}$$

$$E_{1,1} = \frac{229 \times 170}{340} = 114.5$$

$$E_{1,2} = \frac{229 \times 170}{340} = 114.5$$

$$E_{2,1} = \frac{111 \times 170}{340} = 55.5$$

$$E_{2,2} = \frac{111 \times 170}{340} = 55.5$$

Table 8: Computation of chi-square (x^2) $\frac{\sum(Oi - Ei)^2}{Ei}$

Observed Frequency (Oi)	**Expected Frequency (Ei)**	**Oi – Ei**	**$(Oi - Ei)^2$**	**$\frac{(Oi - Ei)^2}{Ei}$**
129	114.5	14.5	210.25	1.84
100	114.5	-14.5	210.25	1.84
41	55.5	-14.5	210.25	3.79
70	55.5	14.5	210.25	3.79
340				**11.26**

X^2 calculated = 11.26
X^2 tabulated at 5% level of significance, degree of freedom 1 = 3.84

Decision Rule

Since X^2 calculated is greater than X^2 tabulated that is 11.26>3.84, we will reject the null hypothesis and accept the alternative, and hence conclude that there is significant the relationship between human resources planning and organizational effectiveness.

Discussion of Findings

For the hypothesis one, it was discovered that there is significant relationship between human resources planning and employee productivity. According to Achi, Johnpedro, Adiele, and Ubah (2022) the achievement of productivity in the public sector will help to add values on human resources planning and sustainable development.

For the hypothesis two, it was discovered that there is significant the relationship between human resources planning and organizational effectiveness. There is need to enhance the effectiveness of the Nigeria state through the effectiveness of the public sector organizations.

Conclusion

This study has examined human resources planning and sustainable development in Nigeria using Imo State Ministry of Works Owerri. Any organization that wants to achieve productivity and growth must continue to effectively plan its manpower resources. This is true because manpower planning is one of the basic strategies and approach to achieve employee commitment and organizational high productivity; hence this study has examined human resources planning and sustainable development in Nigeria, Imo State Ministry of Works Oweri, Imo State.

Recommendations

Based on that, the study recommends that:

1. There should be regular human resources planning in all government establishments.
2. The issue of human resources planning should always consider the economic and socio-cultural variables/resources which can make the workers work or hinder their performance.
3. High level and qualified manpower should be employed in different sections of the organization so as to achieve high productivity.

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