HUMAN RESOURCES PLANNING AND ORGANIZATIONAL PERFORMANCE: TELECOMS IN FOCUS

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ABSTRACT

The study examined the relationship between human resource planning and the organizational performance of telecom companies in Delta State. The objectives of the study were to; ascertain the relationship between workforce forecasting and organizational performance; determine the relationship between recruitment and selection and organizational performance; examine the relationship between employee training and development and organizational performance and determine the relationship between employee retention and organizational performance. The study employed a cross-sectional research design. A sample size of 169 was selected from the Human Resources executives of Telecom companies. Data collected through questionnaires were analyzed using descriptive statistics, correlation and multiple regressions. Results from the study revealed that there is a significant relationship between human resources planning (workforce forecasting, recruitment and selection, training and development and employee retention) and organizational performance. In line with the study, it was recommended that HR managers of telecom companies should align their HR planning with organizational goals and this planning should be evaluated from time to time. It also recommended that HR managers should put up measures to retain their skilled employees as this would enhance organizational performance.
**Keywords:** Human Resources Planning, Forecasting, Relationship, and Organizational Performance.

**INTRODUCTION**

Due to the globalization movement, the competition to provide quality and low-cost products has been increasing day by day (Carnevale & Hatak, 2020). In this situation, the HR department has to plan to provide quality manpower to compete in the market. The supply of manpower must be sufficient to ensure the healthy operation of the organization. Otherwise, the stated goals and objectives cannot be accomplished on time. Human resource planning is one of the crucial aspects of human resource management because it helps to ensure the needed manpower for organizational goals (Haque, Hazra & Roy, 2016).

Human resource planning is an essential part of an organization. It involves identifying the human potential, skills and abilities available in an organization aimed at realizing goals, productivity and development (Dalvi, 2017). To achieve desired productivity performance, effective planning of all human resources is vital in linking individuals with the right jobs base on the requirements. Human resource planning is the first step in the human resource management process and ensures that an organization has an adequate number of people placed correctly, timely and capable of effective and efficient completion of tasks to assist in meeting organizational goals (Vineeth, 2019). It ensures that the appropriate number of employees is available to realize organizational goals. It is also referred to as personnel planning, manpower planning, labour planning and employment planning and represents a part of organizational planning (Dalvi, 2017).

Human resources planning must have a shift in mindset, design and architecture that put employees at the centre of business and prioritizes experiences, so people are not only able to be productive but be their best selves and reach their highest potential. To achieve this fit, HR practitioners as change agents must discover and apply strategies that can help them navigate through a rapidly changing business climate and tight labour market environment. Human resources planning touches on all key areas of workforce management. These include recruitment, training and development, forecasting, performance appraisal, compensation, employee retention, succession planning etc. (Khan & Abdullah, 2019)

Recruitment is the process of discovering or selecting and hiring or best-qualified candidates from inside or outside of an organization for a job opportunity. Recruitment is the main function of the HR department and the recruitment process is the first step towards making the competitive quality and the recruitment strategic advantage for the association. For an organization to perform well, the right candidates for the right jobs are to be selected and recruited. This is because the performance of an organization is a measurement of the quality of its employees (Hamza et al., 2021).

Training and development is an important activity that increases the performance of employees in an organization and is a building block which enhances the growth and success of an organization. Oduwusi, (2018) asserts that training and development had positively correlated and claimed a statistically significant relationship with employee performance and effectiveness and can advance organizational growth and success. The Study finds reveal development leads to better employee performance, and training and development both
increase employee performance. Organizations need to spend on training and development of their employees for a sustainable long-term competitive edge. Quality development through training is a major factor in determining long-term profitability and optimum performance of the organization (Younas et al., 2018). Employee performance has been increased by training and development which enhances job satisfaction and productivity of the organization. Training and development have a positive impact on employee performance (Younas et al., 2018).

Workforce forecasting is a big part of strategic human resources; it is a very broad term which describes the way an organization aligns their business needs, with the needs of the workforce. Workforce planning is the process an organization uses to analyze its workforce and determine the steps it must take to prepare for future staffing needs (Dialoke and Duru, 2017). Ugwu and Hubs (2022) asserted that for an organization to be successful, they should conduct a regular and thorough workforce planning assessment so that staffing needs can be measured, training and development goals can be established, and contingent workforce options can be used to create an optimally staffed and trained workforce able to respond to the needs of the business. Workforce planning is the process an organization uses to analyze its workforce and determine the steps it must take to prepare for future staffing needs. From the perspective of workforce planning, an organization can do better if the manager understands the various approaches and steps of planning for the workforce (Nel et al., 2016).

Effective employee retention is the orderly endeavour by employers to have policies and practices in place that take into account workers' different demands by creating and advancing an environment that inspires existing workers to hold on to their jobs. A strong retention strategy becomes a powerful recruitment tool eventually. Employee retention matters such as candidate search, training, investment, time and lost knowledge are involved in new employee recruitment. Hence, these personnel are essential to the organization as long as their worth is significant and cannot be easily replicated (Igbinoba et al., 2022).

Human resource is the very important and the backbone of every organization and it is also the main resource of the organization. So organizations invest huge amounts in human resource capital because the performance of human resources will ultimately increase the performance of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link to the strategic goals of an organization (Khan et al., 2011).

Performance management is a process by which managers and employees work together to plan and review an employee's work objectives and overall contribution to the organization (Omran, 2016). Lia (2019), states that every individual employee contributes to the success or failure of the business. And, of course, the goal is to continuously improve the quality and efficiency of the workforce. The question that readily comes to mind is, what is organizational performance? How is performance measured? How can an organization design its business strategy in the areas of workforce forecasting, training and development, recruitment and selection, and employee retention to achieve the broad objectives of the organization? The study will attempt to explore available literature on the subject matter of human resource planning on organizational performance and strike relationships as it concerns areas in workforce forecasting, recruitment and selection, employee development and employee retention.
The Problem
One of the problems facing most organizations is inadequate human resource planning. Most of these organizations prefer employing their relatives as managers and supervisors who know nothing about the business. It is no longer in doubt that organizations exist to satisfy the demands of their stakeholders; whether internal or external; whether for-profit or non-profit organizations. In the context of profit-oriented firms, to make a desired profit and gain competitive advantage requires eclectic human resources skills that are proactive and reactive. The hallmark of human resources strategies includes and is not restricted to training and development, recruitment and selection, workforce forecasting and employee retention. In an ever-changing and challenging business environment, human resources practitioners are required to develop a mix that harmonizes various components of human resources planning with organization performance goals. There are indications that remuneration plans are not attractive to compel employees to remain steadfast with employment positions. Employees’ turnover costs are on the increase. Similarly, the organizational training and development objectives are not in harmony with the performance goal of the employees. In the same vein, workforce forecasting is not in tandem with the corporate vision of organizations. Also, recruitment and selection planning is not accorded desired attention and employee retention is treated with levity.

Given the mirage of these problems, the study will attempt to simulate solutions from available literature on the subject matter of how best to handle human resources planning problems concerning workforce forecasting, training and development, recruitment and selection and employee retention to improve organizational performance.

Objectives
1. ascertain the relationship between workforce forecasting and organizational performance
2. determine the relationship between recruitment and selection and organizational performance

Research Hypotheses
H_02: There is no relationship between workforce forecasting and organizational performance in Telecom companies
H_02: There is no relationship between employee recruitment and selection and organizational performance in Telecom companies

REVIEW OF RELATED LITERATURE
Conceptual Review
Concept of Human Resource Planning
Organizations have increasingly acknowledged the fact that the company’s human resources are valuable and can be a unique source of competitive advantage, no wonder most companies have to pay dearly in terms of organizational performance for neglecting the fundamental principles of effective human resources planning (Chioke. & Mbamalu, 2020). Through planning, organizational goals and objectives are determined and the resources available must be utilized as part of the strategies to achieve the organizational goals and objectives. Planning provides answers to what, who, when, how and their relationship to organizational activities. As germane as it could be; Human resource planning is a process that identifies current and future human resources needs for an organization to achieve its goals. This planning should
serve as a link between human resource management and the overall strategic plan of an organization (Leslie, 2018). Human resource planning is personnel centred activity. It duly takes into consideration the organizational needs concerning manpower demands and adequate supply. From an earlier perspective of Vetter (1967), as cited in Vineeth (2019), human resource planning is "the process by which management determines how the organization should move from its current manpower position to its desired position.

Human Resource Planning can be defined as a strategic process injected into the human resource management system which is geared toward the acquisition, utilization, motivation, and improvement of the organization’s human resources. The activities involved in acquisition are recruitment and selection practices. Utilization itself is the actual deployment of a person to a particular task, department, field and so on. (Chioke. & Mbamalu, 2020). In other words, human resource planning aligns itself with a purposive, conscious, analytical, explicit, aggregate, futurist, dynamic, qualitative, and quantitative plan concerning manpower acquisition, utilization and training (Lyiom, 2018). Human resource planning is vital to any organization since it connects the business objectives of the organization to the human resources function (Lyimo, 2018).

Human Resource Planning can be defined as a strategic process injected into the human resource management system which is geared toward the acquisition, utilization, motivation and improvement of the organization’s human resources. The activities involved in acquisition are recruitment and selection practices. Utilization itself is the actual deployment of a person to a particular task, department, field and so on. To improve the organisation’s human resources, training and/or development is at the forefront and consequently used as a veritable instrument. Pay and rewards are basically for the motivation and preservation of the existing employees (Chioke, 2022). These distinctive marks show that human resource planning is forward-looking as it takes into account the future. In this lens, human resource planning is appropriately a thinking activity. Also, one could see that HRP stems from the need for skills that are in most cases in limited supply and the apparent complexity of the expertise required. Thus, human resource planning is change-driven (Chioke, 2013). Again, human resource management generally implies the undertakings of looking over employees' welfare, counselling them, instructing them, and empowering them through training to shape their tenacity, accomplish their potential endeavours and encourage the organizational destinations (Fahad, Nadeem & Samsaa, 2015). This however cannot be achieved without human resource planning.

**Basic Human Resource Planning**

The basic human resource planning as mentioned by Nadeesh (2021) are:

**WorkForce Forecasting:** Workforce forecasting, also known as workforce planning or labour forecasting, is the process used to predict whether an organization has adequate staffing and time to complete its business objectives.

**Recruiting:** Recruiting refers to the process of identifying, attracting, interviewing, selecting, hiring, and onboarding employees.

**Development:** Employee development is defined as a process where the employee with the support of his/her employer undergoes various training programs to enhance their skills and acquire new knowledge and skills.
Retaining: Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period or until the completion of the project (Franklin 2019).

Factors Affecting Human Resource Planning
Dialoke (2016) classified the factors affecting Human Resource Planning factors as internal and external. External factors comprise government policies, changes in the political environment, and economic factors such as inflation, deflation, and economic recession. Others are changes in technology, competition amongst firms in the same industry; availability of qualified personnel; changes in an educational environment; demographic characteristics; time frame; lack of planning culture quite apart from market trends. The internal factors consist of adequate finance, organizational structure; organizational size; firm expansion and diversification; changes in operational time; response to business development, and labour turnover.

Importance of Human Resource Planning.
These are outlined by Parchi (2018) as follows; Key to managerial function - The four managerial functions (Planning, Organizing, directing and Controlling) are based upon the manpower. Human resources help in the implementation of all these managerial activities. Therefore staffing becomes a key to all managerial functions.
Efficient utilization - Efficient management of personals become an important function in the industrialization world of today. Setting up large-scale enterprises requires the management of large-scale manpower. It can be effectively done through staffing functions.
Motivation - The staffing function not only includes putting the right men on the right job, but it also comprises motivational programs.
Better human relations - A concern can stabilize itself if human relations develop and are strong. Human relations become strong through effective control, clear communication, effective supervision and leadership in a concern.
High Productivity - Productivity level increases when resources are utilized in the best possible manner. Higher productivity is a result of minimum wastage of time, money, effort and energy.

Impact of Human Resources Planning on Organizational Performance
The following factors represent the effects of HRP towards achieving excellent organizational performance as highlighted by Dalvi (2017) and Vineeth (2019).
(1) Recruitment /Selection” HRP is used for identifying talented individuals who are well qualified and skilled to address the ever-changing dynamic business environment through proper forecasting
(2) Assesses future Personnel requirements: HRP assists in the appropriate selection of employees in adequate numbers to prevent surplus and avoid shortages when needed. It also creates ways by which problems can be defeated before they become overwhelming.
(3) Placement of Personnel: This means matching employees correctly with appropriate jobs based on their skills and knowledge. HRP assists in this placement and consequently results in job satisfaction and enhanced employee efficiency.
(4) Performance Appraisal: HRP identifies the strengths and weakness of employees through appraising performance in tasks and initiating applicable training to address
the oversight. This contributes to improved organizational performance because employees are trained and how to successfully improve.

(5) Career Development: HRP takes care of the career development of their employees based on performance, experience and qualifications to encourage them to become devoted to achieving the organisation's long-term and short-term goals.

(6) Transfer: HRP ensures that the correct employees' training gaps are identified, and appropriate measures are put in place to address them.

(7) Promotions: HRP keeps track of employees’ performance and achievements, ensuring that the right people are promoted when the time comes. Employees are ensured of professional growth and are more loyal and work harder to improve organizational performance

Organizational Performance

Performance is one of the paramount objectives of every organization. It means how well an enterprise is doing in terms of profitability, return on investment, and relationship with the host community as well as its stakeholders. Organizational performance is an indicator of the prosperity and sustainability of the organization (Dialoke & Edeh, 2020).

Organizational performance is the process of ensuring that firms' resources are properly used in pursuit of their goals (George, 2017). Organizational performance is seen as one of the most imperative measures in evaluating organizations’ activities and their environment. Organizational performance can be assessed by an organization's efficiency and effectiveness in goal achievement (Gavrea, Ilies, and Stegerean, 2011). Performance and its continuity are the focus of any organization because only through performance can organizations be able to grow and progress. Organizational performance is one of the most important variables in management studies and arguably the most significant pointer of organisational performance (Nondoh, Tsuma, Alala and Onyango, 2020). Since the organizational goals depend on the efficiency of the employees, their attraction to the workplace should be taken seriously. Commenting on the efficacy of Human resource management, Biswajeet (2010) argued that when human resource planning fails, every other human resource management practices are bound to fail.

Nevertheless, organizational performance cannot be effectively achieved if the organization fails to recruit the right human resource that will carry out organizational objectives. The major causes for underperformance in most service organizations are human resource managers’ inability to identify the right employees who will occupy a particular job position within the organization (Dialoke & Edeh, 2020).

Three performance determinant influences organization effectiveness: Human resource relations, environmental adaptability, efficiency and procedure reliability. Human resource relation means cooperation among the employees, collective identification and trust in organizational commitment. Efficiency means using people and resources to minimize the costs in a firm or organization's essential operations. The cost of operation will decrease when the resources are appropriately used, and the profit margin will increase compared to that of the competitors. The importance of efficiency is when the organization's competitive strategy offers products and services at a reduced rate than the competitors. Innovation and adaptation to the environment include generating and maintaining a loyal customer base, sales growth from year to year, and increased market share.
Independent variable
Human Resource Planning

Dependent Variable
Organizational Performance

Workforce forecasting

Recruitment and Selection

Organizational performance

Figure 1: Conceptual Framework (Researcher’s Model 2023)

Workforce Forecasting and Organizational Performance.

Workforce forecasting is the process of analysing, forecasting, and planning workforce supply and demand, assessing gaps and determining target talent management interventions. These need to ensure that an organization has the right people with the right skills in the right place at the right time (Kapur, 2022).

Workforce forecasting helps in predicting a company's workload to ensure that the correct amount of staff, at the necessary time(s) to handle the amount of work, whether that be for day-to-day operations or unusual situations. Although the process can be complicated, it will help deliver both long and short-term organizational goals (TERRA Staffing Group, 2020).

The main goal of workforce planning is having the right talent in the right roles at the right time. The organization will never be over or understaffed and will be ready to react quickly to changes in the business landscape (O’Neil, 2020). Strategic workforce planning is the systematic identification and analysis of an organization's future talent needs associated with its long-term goals and objectives, establishing a clear strategy that ensures that it will achieve these goals. Workforce forecasting aims to align an organization's people strategy with its evolving needs. It is a continual process due to the constantly evolving nature of organizational change (O'Neil, 2020). It can help sustain an organizational goal in challenging times. Workforce forecasting is a process in which an organization analyzes its current and future workforce needs based on its commitments, plans and objectives. Workforce planning is critical to maximizing profit, avoiding surprises, and ensuring long-term success. It involves a system-wide review and analysis of the size and type of workforce that a company will need to meet its goals (Downs, 2016).

Kapur (2022) asserts that, when workforce planning is carried out in a well-ordered manner, the employees will contribute significantly to achieving organizational goals and in leading to the up-gradation of the overall structure of the organizations.

Recruitment and Selection and Organizational Performance

Recruitment and selection, generally seen as a human resource management function, plays a great role in impacting critically the performance of an organization in terms of achieving its ultimate goal (Costello, 2006). Recruitment is the process of discovering or selecting and
hiring the best-qualified candidate from inside or outside of the organization for a job opportunity. The recruitment process includes examining the necessities of work, drawing employees to that occupation, screening and selecting candidates, contracting, and coordinating the new employee to the organization. Also, the HR department is responsible for choosing the right person or best-qualified candidate for the post that the organization needs (Abdullah & Othman, 2019). The recruitment process includes a systematic procedure from sourcing the candidates to orchestrating and leading the interviews and requires numerous resources and time.

Selection is the process of evaluating and interviewing candidates for a particular job and selecting the right person for the right position. Selection is a process of hiring suitable people for the job who can successfully perform the job (Prabhu et al. 2020). When there is a vacant position in an organization Human resource Management takes responsibility for finding and selecting the right person for this vacant position. The right man for the right job is the main goal of selection (Anwar & Shukur, 2015). However, every association plans the choice procedure according to its need.

The selection process involves many steps such as preliminary reception of the application, screening, interviewing, test, medical test, references and final decision of hiring. Organizational performance can be measured using indicators of efficiency, effectiveness, relevance to Stakeholders and Financial Viability (Gardi, 2021). Selection is important, the reason being, hiring good resources can help in increasing the overall performance of the organization. Both the processes of recruitment and selection are considered important for the effective functioning of the organizations and they take place simultaneously. They are imperative for the growth and development of the organization (Abdullah & Abdul Rahman, 2015).

Recruitment and selection bring competent employees to the organization that will perform their tasks effectively and efficiently to meet organizational goals. When organizational goals are met it means the organization has performed well through its competent employees. Competent employees will enhance the successful functioning of the organization and this will make a significant contribution to the values and aims of the organization (Anwar & Abdullah, 2021). If the recruitment and selection system of an organization is very effective, satisfied people will be hired and retained in the organization. In this case, bottom-line business outcomes such as finance performance and productivity will be influenced in the organization.

**THEORETICAL REVIEWS**

**Decision-Making Theory**

Iyayi (2002) asserts that business success in any organization depends on decision-making. Decision-making theory suggests that management team decisions are responsible for the failure and success of any organization at any point in time because their function of decision-making affects the entire or a specific segment of the organization. The organization’s success is its drive for improved performance, and this assumption is significantly pertinent to our study. This is because for an organization to realise its goals is a crucial decision for the organization to take, especially the recruitment strategies to be used when to carry out the recruitment, and the decision on who to recruit; this is to ensure that competent employees are recruited into the organization and the strategies to be utilized for their retention in the
organization employment if the goals and objectives of the organization must be achieved Kumar & Mathiraman (2017).

Resource-Based View of the Firm.

The resource-based view is applied as a theoretical foundation in HRM that is based on the assumptions that firm resources are distributed heterogeneously and remained stable over time. A firm's resources include materials, skills, organizational processes and systems, plus information and data of the organization. This theory ties HRM with competitive advantage generation by focusing on fostering the internal resources that the organization owns which most probably are unique and special to the firm, in different words no two organizations have the same resources, either tangible or intangible. If the resources and capabilities of a firm are mixed and deployed properly, they can create a competitive advantage for the firm. Eventually, only companies themselves can achieve and sustain competitive advantage through innovation and strategic positioning in the market (Mweru & Muya, 2015). However, theorists argue that effective human resource practices can easily be copied by other competitors while the type of human capital an organization has cannot be copied which ultimately turns into a competitive advantage for the firm.

Theorists distinguish between resources and capabilities arguing that sources are the inputs in the production process that are the fundamentals of analysis. According to Grant (1999), researchers face some problems in identifying the resource basis for specific organizations because the two main sources of data and information which are IT and financial statements and both of those factors fail to provide adequate information about intangible resources and people-based skills and only provide a fragmented picture of resource bases. To find a tactic to identify resources a classification approach is produced that consists of six categories of resources which are financial resources, physical resources, human resources, technological resources, reputation and organizational resources.

Human Capital Theory

Human capital is an illustration of people's investment in themselves, in other words in their skills, that eventually increases their economic productivity. Their theory is based on the idea that human capital leads to creativity which eventually results in receiving higher personal income. This theory's supporters believe that educated people are productive people meaning people who are educated, earn higher personal income than the rest of the population. "Human capital theory rests on the assumption that formal education is highly instrumental and even necessary to increase the production capacity of a population" (Olayan & Okemakinde, 2008).

However, some researchers stand against the human capital theory, such as Fix (2018) who suggest that the correlation between income and education is weak. "Simple correlations between earnings and years of schooling are quite weak. Moreover, in multiple regressions when variables correlated with schooling are added, the regression coefficient of schooling is very small" (Fix, 2018).

Human capital theorists claim that the productivity and efficiency of employees increase through education through raising the level of cognitive stock of economically productive human ability that is an outcome of innate capability and investment in human beings. According to Babalola (2003) stated in Olayan and Okemakinde (2008) the logic behind investing in human capital is built on three points of view which are first, the new generation
must be provided with the knowledge that previous generations also had. Second, the new generation should be trained in how the existing knowledge can be used to develop and invent different products or social services. Third, the new generation should be encouraged to discover entirely new approaches to fulfilling the community's needs through creative approaches. In the context of HRP and practice, this theory is suitable because it justifies the rationale of attracting and retaining a workforce with the necessary skills, knowledge and competencies.

**Empirical Reviews**

Igbinoba et al. (2022) looked into the relationship between employee retention strategies and organizational performance. A well-structured self-administered questionnaire on a five-point Likert rating scale was administered to 180 respondents, of whom 158 were retrieved and evaluated as the primary data collection strategy. The data were evaluated with the help of social science statistical software (SPSS). A two-tailed Chi-square (x2) analytical methodology (error=0.05 per cent) was utilized to investigate the precise relationship between employee retention strategy and performance. The degree of association between the dependent and independent variables in this study was also determined using Cramer's V analytical approach. According to the findings, employee retention strategies and organizational performance are inextricably linked. As a result of the findings, it is proposed that firms implement performance-based employee retention strategies.

Hamza et al. (2021) conducted a study to determine the recruitment and selection procedures in organizations and find out the methodologies that are involved in the process. They also found how being qualified and having certificates affects the recruitment process, and how different criteria such as gender, race, and culture affect it as well. The survey was conducted at Telecom Companies. Employees filled out the survey. Data was collected through the use of a questionnaire and Statistical Package for Social Sciences (SPSS) version 23 was used as the statistical analysis tool while descriptive statistics were calculated and used in the interpretation of findings. The population of this study is approximately 220 employees, The researchers distributed 80 questionnaires, but 69 questionnaires were received from participants, however only 60 questionnaires were properly filled out by the participants, accordingly, my sample size was initially a total of (60) surveys, and %100 was turned back which means 60 surveys. Data for the research paper was collected through a questionnaire paper distributed to employees working at Telecom Companies. The researchers found that there is no difference in candidates' race and gender in internal promotion at Telecommunication Companies in Erbil-Kurdistan, therefore the researchers answered the first research question and the second research question which stated that Within our organization, for the second question, the researchers found that the majority of participants believed that selection methods used (application forms, assessment centres, psychometric tests, interviews, CV data, references, group interviews) are important.

Edeh & Dialoke (2020) carried out a study to investigate the effect of human resource planning on the organizational performance of selected hotels in Nigeria. The study made use of cross-sectional survey research. A self-developed close-ended questionnaire was used to collect data from managers, supervisors, and front desk officers working in 15 selected hotels operating in Ebonyi state, Nigeria. Descriptive statistics were used to analyze participants' demographic characteristics while regression was used to analyze the hypotheses. The study
found that human resource planning dimensions, namely, adequate funding, competence, age, and cultural background have a positive significant effect on organizational performance. This means that the HR managers must focus on the financial capability of the firm as well as the age, competence, and cultural orientation of the prospective employees while making the HR planning.

Haruna, Marvin & Najimu (2020) carried out a study to examine the effectiveness of Human Resource Management (HRM) practices on employee retention at Tamale Technical University, Ghana. Using both the purposive and stratified sampling techniques, a sample of 100 respondents was selected from the various units of the Technical University for data collection. The study sought to establish whether human resource management practice correlates with the retention of employees at Tamale Technical University. The results which are represented by a value $r = 0.02$ lie in the range of $r = -1$ to $r = +1$, therefore indicating a weak positive relationship between HRM practices and employee retention in the Tamale Technical University's bid to achieve its corporate goal and objective. The study disclosed that HRM practices such as effective communication with the employee on welfare issues, employee participation in the policies that guide working lives, praise and appreciation of good work was done as well as annual awards for hardworking employees can encourage employees to stay, but not sufficient enough to guarantee a total employee retention in the Tamale Technical University. The Technical University should continue to provide training and development for the entire staff. Recognition and rewards should be awarded to deserving officers in other to motivate and retain them. For the effectiveness of HRM practices, interpersonal relations should always be established among employees. Performance appraisal systems should be used as a tool for measuring performance against standards and for selecting employees for training and development.

Ugwu (2020) conducted a study to evaluate the effect of workforce planning on the organizational performance of SMEs in Enugu State, Nigeria. The specific objectives were to evaluate the effect of succession planning on the quality of service of SMEs in Enugu State and determine the effect of leadership development on the profitability of SMEs in Enugu State. The population of the study is three thousand five hundred and eleven (3511) staff of the organization's understudy. The study used the survey approach and stratified random sampling. The primary source was the administration of the questionnaire. The adequate sample size of 346 was determined using Freund and William's statistic formula. 331 staff returned the questionnaire and accurately filled it. That gave a 96 per cent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient ($r$). It gave a reliability coefficient of 0.74 which was also good. Data were presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using $Z$ – the test statistics tool. The findings indicated that Succession planning had a positive effect on the quality of service of SMEs in Enugu State $Z (95, n = 262) = 7.709 < 10.608, p > 0.05$. and Leadership development had a positive effect on the profitability of SMEs in Enugu State $Z (95, n = 262) = 5.895 < 8.149, p > 0.05$. The study concluded that Succession planning and Leadership development had a positive effect on the quality of service and profitability of SMEs in Enugu State. The study recommended among others that Succession planning components such as competence, skill,
commitment, and show of interest should be integrated into the mission statement of SMEs. This will create an enabling culture which can be transferred from one generation to another. Obisi et al. (2020) carried out a study that examined workforce planning on organizational performance in two private manufacturing companies in the Apapa area of Lagos State. The study adopted a survey research design in which a sample size determination table was used to choose 300 copies of the questionnaire administered, out of which 166 were recovered and used for data analysis, representing 55 per cent of the copies of the questionnaire recovered. The data collected were analyzed through the descriptive and inferential methods, and both Pearson's moment correlation and regression analysis were used in testing the stated hypotheses. The findings show workforce planning influences organizational performance. The study recommended that there is a need for the government to have an economic blueprint that will help the manufacturing sector to perform better than the contribution it is making now and also ensure that irrespective of the economic contraction or recession the manufacturing sector is facing, it should get a business direction right and avoid undesirable costs that are associated with high staff turnover, poor performance and dissatisfied workers. Mutua (2019) conducted a study on the Impact of Human Resource Planning on Organizational Performance: A Case of the Ministry of Health Headquarters Nairobi (2005-2015). The objective of the study was to determine the extent to which aligning HRP to the ministry's strategic goal impacts the MOH performance; to assess the impact of optimal staffing on the MOH performance, and to establish how employee motivation impacts the MOH performance. Data were analyzed using Statistical Package for Social Sciences (SPSS). The target population of the study was three hundred and a sample size of 92. The finding shows that there was no significant evidence that effective human resource planning was being undertaken at the Ministry of Health during the period under review. The study concluded that the impact of human resource planning on performance at the Ministry of Health was to a very small extent. The study recommended that the ministry should ensure that schemes of service are regularly reviewed to avoid employees stagnating in one job grade for many years. Dialoke and Duru (2017) conducted a study on the Effects of Workforce Planning on Organizational Performance in A study of selected media houses in Imo state. The specific objective is to: Determine the effect of workforce supply on organizational performance; determine the effect of workforce demand on organizational performance. The study adopted a cross-sectional survey. The target population is media houses operating in Imo State. The accessible population is two radio stations and one television station situated at Owerri the capital of Imo State. 100 staffs constitute the sample frame. A sample size of 80 was used. After distributing the questionnaire, only 65 were filled out and returned. Spearman's Rank Order Correlation Coefficient is used for data analysis. Statistical Package for Social Sciences (SPSS) was used to execute the data analysis. From the test results, the study found that workforce planning is significantly associated with organizational efficiency. Afzal et al. (2013) carried out research which focused on the effect of human resource planning on organizational performance. The objective of the research was to determine key determinants of formal human resource planning that contributes towards performance in the telecom sector. The data was collected from top managers, middle-level managers and the first-line HR managers of 50 offices including head offices and regional offices with 160
questionnaires including some interviews and open-ended questions based on the measures of performance and Human Resource Planning. The results from the factor analysis on HRP measures selection, training, and incentives and the organizational performance measures which are job satisfaction, efficiency, employee motivation and technology constitute significant and a positive relationship with other. As modern HR practices are implemented in the telecom sector and companies would spend more on Human Resources, it would lead towards High-performance achievement.

METHODOLOGY
The research design method employed for this study is the cross-sectional survey research design. The population of the study is senior, middle, and lower Human Resource executives of telecom Companies. A sample size of 169 was selected from the Human Resources executives of Telecom companies. The study made use of simple random sampling in the procedures that eventually led to the picking of the executives who are willing to participate. The research instrument that was used in this study is a structured questionnaire whose response format is in the five-point Likert scale form whereby the respondents will be asked to give answers ranging from strongly disagreed to strongly agree. Data collected from the field survey of respondents from the senior, middle and lower management of Human resources executives of telecom companies (MTN, GLO & Airtel) were sampled and analyzed using descriptive as well as inferential statistical techniques to arrive at a generalization and conclusion. The descriptive statistics made use of simple percentages to analyze the questionnaire response pattern; and background profile. While inferential statistical technique; correlation analysis was used to measure the degree of association between different variables under consideration; multiple regression was used to ascertain the strength of the relationship that exists among variables.

Presentation and Analyses of Results
A total of one hundred and sixty-nine (169) questionnaires were administered. Out of the one hundred and sixty-nine (169) questionnaires administered to Human Resources Executives of Telecom Companies, one hundred and forty-six (146) were retrieved and properly filled. This number of respondents represents 86.39 per cent of the total questionnaire administered, which shows that one hundred and forty-six (146) respondents are sufficient for the study.

Analysis of Research Questions One to Four for Responses from Employees of Selected Telecom Companies in Delta State, Nigeria.
This section seeks to analyse each of the research questions, and the responses of the respondents and fetch out the effect of the study for proper analysis. This is shown in the Table 1 below:

Table 1
Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>WF</td>
<td>146</td>
<td>12</td>
<td>20</td>
<td>16.79</td>
<td>2.094</td>
</tr>
<tr>
<td>RS</td>
<td>146</td>
<td>12</td>
<td>20</td>
<td>16.02</td>
<td>1.995</td>
</tr>
<tr>
<td>TD</td>
<td>146</td>
<td>12</td>
<td>20</td>
<td>16.35</td>
<td>2.096</td>
</tr>
<tr>
<td>ER</td>
<td>146</td>
<td>11</td>
<td>20</td>
<td>15.98</td>
<td>1.908</td>
</tr>
<tr>
<td>OP</td>
<td>146</td>
<td>12</td>
<td>20</td>
<td>16.56</td>
<td>2.017</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>146</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: SPSS Output, 2022.
Table 1 above shows the descriptive statistics which comprises the minimum, maximum, mean and standard deviation values of different variables used in this study. The independent variables used in the study which serve as the measures of strategic group analysis are; \( \{WF, RS, TD, \text{ and } ER\} \) described individually, the same was also done to the dependent variable \( [OP]\) of selected Telecom companies in Delta, States, Nigeria. The descriptive statistics for WF indicate a mean of 16.79, and a standard deviation of 2.094, with the difference in the maximum and minimum values standing at 8. This implies that the WF has witnessed a tremendous increase over the years since the mean value is greater than the standard deviation value. Similarly, the descriptive statistics for RS indicate a mean of 16.02 and a standard deviation of 1.995 with the difference in the maximum and minimum values standing at 8. This implies that the RS has been maximized by the organization over the years since the mean value is greater than the standard deviation value. Also, the descriptive statistics for TD indicate a mean of 16.35 and a standard deviation of 2.096 with the difference in the maximum and minimum values standing at 8. This implies that the idea of TD has been over the years since the mean value is greater than the standard deviation value. More also, the descriptive statistics for ER indicate a mean of 15.98 and a standard deviation of 1.908 with the difference in the maximum and minimum values standing at 9. This implies that the ER has been over the years since the mean value is greater than the standard deviation value. Finally, the descriptive statistics show that OP has a minimum value of 12 and a maximum value of 20 leading to the mean and standard deviation of 16.56 and 2.017 respectively. This implies that the OP varies aggressively over the years, with a volatility of 201.7%.

**Correlation Matrix**

Correlation analysis is used to examine the relationship between dependent and independent variables. It measures the linear association between two variables. Its values lie between -1 and +1. +1 indicates that there is a positive linear sense between two variables and are perfectly related while -1 indicates a negative linear sense between two variables.

<table>
<thead>
<tr>
<th></th>
<th>TP</th>
<th>HT</th>
<th>CN</th>
<th>TT</th>
<th>CL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>OP</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>WF</td>
<td>.227</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>RS</td>
<td>.591</td>
<td>.382</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TD</td>
<td>.454</td>
<td>.498</td>
<td>.526</td>
<td>1.000</td>
</tr>
<tr>
<td></td>
<td>ER</td>
<td>.220</td>
<td>.394</td>
<td>.462</td>
<td>.353</td>
</tr>
</tbody>
</table>


The WF is strongly positively correlated with OP with a coefficient of correlation of 0.227. The correlation coefficient \( r \) of 0.227 for WF, indicates a strong positive correlation with OP because the correlation coefficient \( r \) of 0.227 is greater than 0.05. The RS is strongly positively correlated with OP with a coefficient of correlation of 0.591. The correlation coefficient \( r \) of 0.591 for RS, indicates a strong positive correlation with OP because the correlation coefficient \( r \) of 0.591 is greater than 0.05. TD is strongly positively correlated with OP with a coefficient of correlation of 0.454. The correlation coefficient \( r \) of 0.454 for TD, indicates a strong positive correlation with OP because the correlation coefficient \( r \) of 0.454 is greater than 0.05. The CL is strongly positively correlated with OP with a coefficient of correlation of 0.220. The correlation coefficient \( r \) of 0.220 for ER, indicates a strong positive correlation with OP because the correlation coefficient \( r \) of 0.220 is greater than
0.05. The study is focused on enhancing team productivity through strategic group analysis. The results of the correlation analysis involving all the indicators of strategic group analysis reported positive correlation coefficient values among the measures. This indicated that they are appropriate measures of strategic group analysis; {WF, RS, TD and ER}.

Table 3
Multiple Regression Analysis of Measures of Strategic Group Analysis and Team Productivity of Selected Firms in Edo and Delta States.

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>6.827</td>
</tr>
<tr>
<td></td>
<td>WF</td>
<td>.774</td>
</tr>
<tr>
<td></td>
<td>RS</td>
<td>.515</td>
</tr>
</tbody>
</table>

a. Dependent Variable: TP

Table 4
Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. The error in the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.926a</td>
<td>.857</td>
<td>.863</td>
<td>1.609</td>
<td>1.445</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), WF, RS, TD, ER
b. Dependent Variable: OP

Table 5
ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>176.994</td>
<td>5</td>
<td>35.399</td>
<td>13.666</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>274.569</td>
<td>106</td>
<td>2.590</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>451.563</td>
<td>111</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: OP
b. Predictors: (Constant), WF, RS, TD, ER

Source: SPSS Output, 2022.

Discussion
The Multiple Regression result in Table 3 above shows that the regression coefficient of WF is 0.772 with a t-value of 4.230 and the associated p-value (sig. value) is 0.001. This suggests that WF has a positive effect on OP. Meaning that, the effect is significant given the fact that the p-value of 0.001 is lesser than 0.05 (5%) level significance, thus the study rejects the null hypothesis which says that there is no significant relationship between WF and OP and accepts the alternate which says otherwise. There is a significant relationship between workforce forecasting and organizational performance. This is in line with the findings of Ugwu & (2017), that, having the right number of employees with the right skills when they are needed is a key component to the viability and profitability of a corporation and that strategic workforce forecasting can help sustain organizational growth in challenging times, and also workforce planning has impacted positively to the advancement of many enterprises

The Multiple Regression result in Table 3 above, the regression coefficient of RS is 0.509 with a t-value of 5.255 and the associated p-value (sig. value) is 0.000. This suggests that RS has a positive effect on OP. Meaning that the effect is significant given the fact that the p-
value of 0.001 is lesser than 0.05 (5%) level significance. The regression coefficient of RS is 0.509, meaning that RS has a positive trend with OP. One per cent (1%) movement in RS would lead to a 50.9% increase in OP. RS has a significant influence on OP in telecom companies in Delta State. This collaborates with the study of Anwar & Abdullah, (2021) who asserted that if the recruitment and selection system of an organization is very effective, satisfied people will be hired and retained in the organization and as such bottom-line business outcomes such as financial performance and productivity will be influenced in the organization.

It also supports the findings of Abdullah & Abdul Rahman, (2015) who stated that selection is important, the reason being, hiring good resources can help in increasing the overall performance of the organization. Both the processes of recruitment and selection are considered important for the effective functioning of the organizations and they take place simultaneously. They are also imperative for the growth and development of the organization.

The Multiple Regression result in Table 3 above, the regression coefficient of TD is 0.234 with a t-value of 2.419 and the associated p-value (sig. value) is 0.017. This suggests that TT has a positive effect on OP. Meaning that the effect is significant given the fact that the p-value of 0.017 is lesser than 0.05 (5%) level significance. The regression coefficient of TD is 0.234, meaning that TD has a positive trend with OP. One per cent (1%) movement TD would lead to a 23.4% increase in OP. Training and development have a significant relationship with organizational performance. The study agreed with the findings of Saleem et al, (2011) that quality development through training is a major factor determining long-term profitability and optimum performance of the organization and that employee performance has been increased by training and development which enhances job satisfaction and productivity of the organization.

It was supported by the findings of Hameed & Waheed, (2011) that employee development can boom an organization's performance and by developing employees; employee learning, skill growth, self-direction and employee attitude enhance the organization's performance.

The Multiple Regression result in Table 3 above, the regression coefficient of ER is 0.196 with a t-value of 3.759 and the associated p-value (sig. value) is 0.003. This suggests that ER has a positive effect on OP. Meaning that the effect is significant given the fact that the p-value of 0.003 is lesser than 0.05 (5%) level significance. The regression coefficient of ER is 0.196, meaning that ER has a positive trend with OP. One per cent (1%) movement in ER would lead to a 19.6% increase in OP. ER has a significant influence on OP in selected telecom companies in Delta State. The study is in support of Al Kurdia et al., (2020), declaration 'that the retention of skilled employees can be considered an important advantage source for any organization. This is also in consonance with Ma et al. (2018) assertion that retention also saves several costs such as hiring, replacement, training, efficiency, and productivity. They further asserted that organizations without talented employees will have difficulty reaching their desired goals and objectives since inadequate employee retention strategies typically result in employee turnover.

CONCLUSION

This research examined the human resources planning and organizational performance of telecom companies in Delta State. The discussion was drawn from the four specific objectives of the study viz; to ascertain the relationship between workforce forecasting and
organizational performance; determine the relationship between recruitment and selection and organizational performance; examine the relationship between employee training and development and organizational performance and determine the relationship between employee retention and organizational performance.

**Recommendations**

1. Since recruitment and selection constitute a very vital part of the HRM practice in Telecom companies, the head of the HR unit should be allowed to perform this duty without any interference from top management.
2. HR managers in telecom companies should increase the number of employees taking part in training and development as this would increase organizational performance and make sure that their human resources planning aligns with their organizational goals and it should be evaluated from time to time.

**References**


