

Human Resources Planning and Organizational Effectiveness of Deposit Money Banks in Port Harcourt

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Abstract: The focused of this study was human resource planning and organizational effectiveness (a study of deposit money banks in Port Harcourt). The study's goal was to determine how much human resource planning impacts an organization's effectiveness. The study specifically examines the effect of manpower forecasting and employee audit on managerial competence and attainment of objective of selected money deposit banks in Port Harcourt. The secondary source of data collection was adopted since it was more of theoretical review and opinion based. Hence, the information was sourced from journals, article, internet, textbooks etc. The study findings revealed that manpower forecasting has effect on manager's competence in deposit money banks in Port Harcourt; and there is a relationship between employee audit and attainment of objective in deposit money banks in Port Harcourt. The study comes to the conclusion that a well-planned human resource strategy can help institutions, particularly deposit money banks in Port Harcourt and have qualified employees who are doing the right thing at the right time and in the right place, thereby enhancing or promoting the organization's operational effectiveness. According to the study's findings and recommendations, deposit money banks and their human resource managers should regularly conduct manpower audits and planning to ascertain in advance the demand and supply situation in the labour market prior to hiring employees.

Keywords: Organization effectiveness, Deposit Money Banks, Resource Planning.

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INTRODUCTION

The concept of “organizational effectiveness” (OE) is a phrase used almost exclusively by many scholars and one of the most widely researched issues since the early development of organizational theory. In spite of some agreement, there is still significant lack of conformity on the operationalization of this concept. “OE” has been defined as a practice of fulfilling objectives without devastating organization means. Among researchers in management, “OE” is

characterized as “defining goals, relating resources, and determining if the goals were reached”. Organizational effectiveness is defined as a concept to measure the efficiency of an organization in meeting its objectives with the help of given resources without putting undue strain on its employees. It is about how the company can produce the target quota of products, how efficient its process is, and how much waste is reduced. It is a fact that performance automatically improves when the leadership system is at its best. The role of a leader includes seeing the future, setting goals,

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getting organized, formulating strategies, putting them into action, communicating clearly, ensuring that goals are aligned, cultivating talent, fostering responsibility, allocating resources, and producing results. To achieve its objectives, a company requires a defined mission and vision that can deal with the rapidly evolving industry. Retaining, motivating, and developing human resources should be a top priority for a company entity if it wants to achieve organizational effectiveness.

According to Malik, Ghafoor, and Naseer (2011), an organization's effectiveness is determined by how effectively it performed throughout the process as well as how successfully it accomplished its stated goals. Additionally, they admitted that "OE" is a simplified term that is almost impossible to measure. The organization decides on proxy measures that can be used to represent efficiency instead of measuring effectiveness. Lewin (2010), however, went beyond this, expanding the idea of organizational performance to include traits, procedures, and inputs, arguing that success is instead a social construction based on the perceptions of particular people or groups. This method looks at "OE" as inputs and processes in response to worries that capabilities would be challenging to assess since they are mediated by many stakeholder perspectives.

Although different people have different interpretations of human resource planning (HRP), the basic goal is to find efficient ways to use talent that is in short supply for work and organization. The entire process of human resource planning can be viewed as an endeavor to foresee the organization's future and to provide personnel to achieve its goals and meet consumer needs. Human resource planning, according to Bulla and Scott (2014), is "the process of ensuring that the organization's human resource requirements are identified and plans are established to achieve those requirements." According to this perspective, human resource planning is made up of a number of distinct, interconnected tasks, including an inventory of the workforce, a process for managing human resources, an action plan, control, and evaluation. According to Amah (2006), human resource planning is a procedure that businesses use to make sure they have the correct amount of employees with the right talents at the right time to carry out tasks that are beneficial to them.

Human resource planning involves predicting labor demand based on organizational requirements and implementing the necessary measures to fill these gaps. Forecasting the need for human resources and taking planned action are research dimensions. Forecasting manpower

demand entails determining the quantity and kind of human resources needed at various levels and in various organizational divisions (Pradeesh, 2011). Staffing tasks are included in strategic human resource initiatives in order to promote long-term organizational success. Determining where the organization should be in the future and how to take the organization there with the support of human resource staffing activities is a disciplinary and creative process (Graf *et al.*, 2016). In order to attain high performance standards, firms must properly utilize their human resources (Lunenburg, 2012). Although organizations may have enough non-human resources like technology, materials, and money, insufficient human resources prevent them from performing at a high level. The essential resource of an organization is its human capital, which, when used effectively, can yield the desired outcome.

Schein (2016), noted that, the more complex organizations become, the more they will be vulnerable to human error. They won't necessarily hire more employees, but they will hire more intelligent, highly trained individuals for managerial and non-management staff positions. In such an organization, the cost of low motivation, turnover, subpar production, sabotage, and intra-organizational conflict will be higher. Therefore, it will become a matter of economic necessity to practice effective human resource planning in our organizations. The study seeks to examine the effect of human resource planning and organizational effectiveness of deposit money banks in Port Harcourt.

Statement of the Problem

Despite attempts by banks to improve organizational effectiveness in deposit money banks, many including those in Port Harcourt, Nigeria fall below the high service quality industry benchmark evident in the increasing rate of customer complaints and dissatisfaction especially relating to the quality of service being received. Although a mix of internal and external factors contribute to this set back. In a major part, unresolved HR issues such as skill deficiency, lack of training, rigid policies, poor promotion and financial benefits plans, low empowerment and career development plans especially for workers at the lower level are principal factors. By implication, bank workers are being overworked and under-compensated leading to low passion and motivation.

Employees therefore perform their duties as "routine", while counting down to pay day (Mhirna, 2019). These dispositions to work, if not duly addressed, have critical performance implications such as low customer satisfaction, high customer

complaints and high employee turnover and very little of service quality delivery. There is therefore a desire for a methodical look at how Human Resource Planning (HRP) relatively affects an organizations' effectiveness especially in a sector such as the banking industry, hence this study.

Aim/Objectives of the Study

The main objective of the study was to examine the extent human resource planning affects organizational effectiveness. The specific objectives of the study are to:

- i. Examine the effect of manpower forecasting on managerial competence of selected deposit money banks in Port Harcourt.
- ii. Determine the effect of manpower forecasting on attainment of objective of selected deposit money banks in Port Harcourt.
- iii. Ascertain the effect of employee audit on managerial competence of selected deposit money banks in Port Harcourt.
- iv. Investigate the effect of employee audit on the attainment objective of selected deposit money banks in Port Harcourt.

Research Questions

The following research questions were formulated for the study:

- i. To what extent does manpower forecasting affect managerial competence of selected deposit money banks in Port Harcourt?
- ii. To what extent does manpower forecasting affect attainment of objective of selected deposit money banks in Port Harcourt?
- iii. To what extent does employee audit affect managerial competence of selected deposit money banks in Port Harcourt?
- iv. To what extent does employee audit affect attainment objective of selected deposit money banks in Port Harcourt?

Significance of the Study

The study is of immense benefit to the studied organization in improving issues on human resource planning and organizations effectiveness. Being of immense relevance to other related organization by adopting and applying the findings and recommendations to solve their immediate and future problems. Also the application of the results and findings would help in improving and satisfying socio-economic needs in the society at large. Finally, the study will be helpful to fellow academicians to add the findings of this study to their body of knowledge.

Scope of the Study

The scope of this study is limited to:

- **Content:** Planning for human resources and organizational effectiveness are relevant topics here.
- **Geographical:** The geographical location of the study is Port Harcourt, Rivers State.
- **The unit of analysis:** The unit of analysis is senior and junior staff of selected money deposit banks in Port Harcourt.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Human Resource Planning (HRP)

"Human resources affect an organization's ability to achieve its strategic objectives in three key ways: cost economics, ability to run successfully, and ability to take on new ventures and modify operations" (Biles & Holmberg, 2010). Human resource planning is described by Gould (2014) as "the strategically oriented human resource function that will be dedicated to discovering ways to help the firm acquire significant advantages over its competitors." These benefits are frequently explained in terms of the ability a corporation has to achieve its goals. Human resource planning (HRP) is defined by Bulla and Scott (2014) as "the process for ensuring that the human resources requirements of an organization are identified and strategies are established for achieving those requirements." The importance of planning human resources as well as other economic resources including capital, materials, machinery, and equipment has recently received more attention, according to Mullins (2016).

Planning for human resources generally refers to organizing all the numerous tasks performed by the human resources division or even organizing how those tasks might be carried out. Recruitment, selection, coaching, career development, empowerment, and evaluations are a few of these human resource activities. Human resource planning, as described by Mondy *et al.*, (2016), is the systematic examination of human resource requirements to guarantee that the appropriate numbers of personnel with the required abilities are on hand when they are needed. Practitioners should keep in mind that their staff members have goals that they need to accomplish while creating their planning schedule. Employees search for jobs for this purpose. Neglecting these demands would result in low motivation, which might therefore result in unneeded subpar performance or even labour unrest.

To satisfy their current and future business needs, organizations must understand how many people they will need and what kind of people they will need. One of the most crucial components of an effective human resource management program is

human resource planning (Chinedu, 2010). The foundation of human resource management is human resource planning. It establishes that the appropriate amount of individuals with the appropriate abilities is working in the organizations at the appropriate time and in the appropriate job position. Planning for human resources helps businesses identify, attract, and keep qualified workers so they can achieve their objectives. Human resource planning, according to Adepoju (2013), is the process of identifying the actions required to meet an organization's human resource demands as they change. Human resource planning, according to Vetter (2014), is the process by which management decides how organizations will get from their existing state of manpower to their intended condition. Human resource planning is a dynamic, continuing process that involves numerous interconnected operations that must be updated and modified as circumstances change.

Determining the organization's present and future manpower needs that will enable it to achieve its goals is its responsibility. Bulla and Scott (2014) define human resource planning as a method for guaranteeing that the organization's human resource requirements are defined and strategies are established to meet those requirements. According to Milkovich and Boudreau (2013), the process of gathering and using data—on the basis of which it can be considered as the amount of resources spent on personnel activities—is known as human resource planning.

Dimensions of Human Resources Planning Manpower Forecasting

Armstrong (2012) described manpower forecasting as the process of determining the amount of individuals that will be needed in the future as well as their likely skills and competences. The traditional method of determining demand is characterized by the use of ratios to create a strategy to deal with opportunities and risks from the outside world (Pradeesh, 2011). An increasing use of technology aids in the analysis of competitive factors that may represent changes in staff levels. Forecasting manpower demand involves a practical level determination size of personnel and type of workers that company will require in the future. The demand for the company's goods and services is crucial to the optimization process. Therefore, it is essential to predict markets and sales numbers in advance. This will determine the personnel needed to serve the projected capacity.

Noe (2012) listed additional variables that affect forecasting staffing needs, such as budgetary restrictions, turnover brought on by resignations, contract terminations, transfers, and retirement, as

well as new technology in the industry, decisions to improve the caliber of services offered, and objectives for minority hiring. Failure to anticipate future manpower needs leads to last minute decision making which is not always advisable for managers in organizations. It is proper that managers take their time to forecast future manpower needs which helps to save money and time in future. According to Noe (2012), a mathematical formula is employed in the context of human resource planning to forecast future demands for human resources based on a known relationship between the employment level of a company and some measurable output characteristics like income, sales, or production level.

Employee Audit

Staff audits give an up-to-date analysis of the work force and provide the basis for subsequent benchmarking and work force analyses. Additionally, they offer the required data for precise cost estimation of alternative severance and pension methods as well as for the eventual distribution of payments to employees. An audit of employee engagement levels in your business is different and more complex than a general human resource Audit. Making ensuring you have the necessary "best practice" policies and processes in place is the goal of the human resource audit. It measures 'fit for purpose' HR and shows you where the gaps are.

Organizational Effectiveness

Organizational effectiveness, according to Richard *et al.*, (2019), includes organizational performance as well as the numerous internal performance outcomes typically connected to more effective or efficient operations. It also includes other external measures that are connected to considerations that go beyond those just connected to economic valuation (by shareholders, managers, or customers), such as corporate social responsibility. Effectiveness of an organization also depends on its moral character and communication skills. These three have simultaneous ties to one another. According to Daft (2010), using resources effectively and efficiently to achieve goals is what organizational effectiveness refers to. The idea of organizational effectiveness is how successful an organization is in producing the results it seeks to create (Right, 2010).

A construct perspective on organizational effectiveness places emphasis on the concept's definition in terms of assessment and conceptualization (Goodman *et al.*, 2017). A broad structure that describes how an enterprise operates is called organizational effectiveness. Organizational efficiency is built on a foundation of ethics. For

communication with the participating members to be effective, an organization must demonstrate respect, honesty, integrity, and equity. Members of that particular group can finally accomplish their intended aims thanks to ethics and communicative skills; this is organizational effectiveness (Right, 2010). The most crucial concern for both profit-making and nonprofit organizations has been effectiveness. Barney (2011), asserts that researchers have different beliefs and thoughts about organizational effectiveness but it still remains a controversial issue. Performance denotes caliber, suitability, or functionality. Non-profit organizations view their effectiveness in terms of how they meet their missions and goals. Effectiveness refers to the extent to which the workplace mission that supports an employee's position has been accomplished. In order to express the variety of metrics of transactional efficiency and input and output efficiency, researchers primarily employ performance (Stannack, 2016). A construct perspective on organizational effectiveness places emphasis on the concept's definition in terms of assessment and conceptualization (Goodman, *et al.*, 2017). A broad structure that describes how an enterprise operates is called organizational effectiveness. According to Daft (2010), efficiency and effectiveness for a given program or activity are interchangeable terms. Daft further states that organizational effectiveness is a manner for organization's activity to achieve goals by using resources.

Measures of Organizational Effectiveness Managerial Competence

Competent management may be characterized as the capacity to meet organizational objectives, use available resources efficiently, maintain high levels of employee performance and professionalism, and provide excellent service to customers. Managers need to have leadership competencies in many different areas to be able to effectively influence the behaviours of others – and ultimately achieve desired results. "The quality of being competent; adequacy; possession of required skill, knowledge, qualification, or capacity" are some definitions of competence. Organizations should have clear standards for the leadership team's competencies. This makes it possible to govern the organization using a common competency model. Large firms frequently have prerequisite skills that line up with management development training courses. These organizations often have the resources to have an in-house training department that is focused on developing employees by training in all competency areas.

Attainment of Objective

Organizations are constructs designed to achieve *objective*, including the *effective* provision of

services, completion of a project, manufacture of batches of products or longer term *objectives* such as profitability, market share growth, technological competitiveness, economic growth/development or other. A company objective is a goal or outcome an organization would like to achieve. Company objectives are measurable. They do a good job of outlining the steps necessary to complete a task. The methods a firm will employ to reach its measurable goals—including sales performance, customer satisfaction levels, financial targets, and other aspirations—are outlined in its objectives. Many different things might go into setting goals. Your organization can have a single goal or a number of goals. You establish goal dates for completing objectives. Who makes the decisions that will impact achieving objectives is one of the other crucial elements? The goals must be shared by the decision-makers.

Organizational politics will be at play, with varying interests advancing the goals that are most beneficial to them. Negotiations between diverse organizational interest groups typically result in goals that are acceptable to the primary organizational groups, including sales, research and development, marketing, and production. Last but not least, you need to consider things like time, institutional, financial, and environmental constraints that can make it difficult to define and achieve goals.

Human Resource Planning and Organizational Effectiveness

Human resource management and organizational effectiveness are thought to be related by empirical research. According to Mursi (2013), there is a strong and advantageous connection between organizational success and human resource planning. According to Hiti (2010), there is a correlation between human resource planning and organizational effectiveness. Planning for human resources helps firms succeed because it makes sure they are always aware of the job market and how it affects their success. A business may end up having a lot of open positions if it refuses to engage in proactive human resource planning.

Planning for human resources can affect how well a company performs at any given time. This is because it will be very challenging to record positive performance if the individuals who will carry out organizational objectives are not adequately chosen at the point of recruitment based on their age, culture, competency, and accessibility to finance. As a result, human resource managers must choose the suitable candidates for the company to avoid underperformance. In order to maintain production and services, it is crucial to

consider an applicant's age during recruiting and selection. For instance, if the firm deals with earth moving equipment, they will need physically fit guys, yet if the organization deals with service delivery, they will need young people. This suggests that the efficacy of an organization can be influenced positively or negatively by the age of its human resources.

In keeping with the aforementioned, competency serves as the second human resource planning indication. An organization is doomed to failure if it does not identify job requirements, as was stated in the sections before this one. This is so because particular jobs call for particular skills, such as a certain amount of education, training, and experience, emotional and physical stability, as well as membership in professional organizations. The components of competence are determined by these and many other factors. If a manager hired someone with a marketing degree for a work position where it was required that the occupant have an accounting degree, the hiring decision failed. One of the worst things that can happen to an organizational workforce is having square pegs in round holes. Businesspeople and human resource specialists shouldn't ignore culture as another indicator of human resource planning, though. Some business ethics may be forbidden as unethical in an applicant's culture. For instance, hiring someone who believes alcohol to be abhorrent into the brewing industry implies that the company is doomed to fail because the employee would never experience any success there due of his or her beliefs. Another illustration is when a worker upholds a religious taboo on a particular meal that could not work well in a public restaurant where almost all foods are sold to various customers from different cultures. In this situation, managers and human resource specialists must take into account culture as one of the factors that determine how human resources are planned for in every firm. The most effective and final indicator of human resource planning is financing. Until making plans for human resources, human resource managers must consider the availability of money to pay the salaries of the hires who will be made over time before a profit is realized. Without it, organizations cannot advance in a favorable direction because it is one of the key elements of human resource planning.

THEORETICAL FRAMEWORK

Resource Based Theory

The study's theoretical foundation is the resource-based view theory, which explains the significance of having the correct talent (human resource planning) for long-term competitive advantage. In deposit money institutions, human resource planning is necessary because, according to

the theory, human resources may generate or maintain a competitive advantage through competency-based hiring. The Resource Based View (RBV) was popularized in the work of Barney (1991) and Hamel and Prahalad (1996). The RBV theory examines and evaluates an organization's internal resources, emphasizing resources and capabilities when designing a plan to gain long-term competitive advantages. These assets can be seen as collections of both tangible and intangible assets, including a firm's managerial capabilities, organizational procedures and routines, and the information and knowledge it controls, according to Barney, Wright, and Ketchen (2001). The RBV focuses on the idea of hard-to-imitate company characteristics as sources of exceptional performance and competitive advantage (Barney, 1991; Hamel & Prahalad, 1996). Resources can be thought of as inputs that help businesses carry out their operations. According to Barney (1991), who supported this idea, resources that are valued, uncommon, unique, and non-substitutable enable companies to establish and retain competitive advantages for higher performance.

A resource is valuable, in accordance with RBV, if it benefits the company strategically. Resources are valuable if they enable businesses to take advantage of market opportunities or mitigate market risks. Having a resource does not benefit the company if it does not increase or improve its value (Barney, 1991). The resource based view theory therefore captures how important the human resource is to firms pursuing sustainable advantage through enhanced performance.

Empirical Review

Anya, Umoh, and Worlu (2017) conducted a study on organizational performance and human resource management in Port Harcourt oil and gas companies. As it relates to predicting manpower need and taking strategic action on organizational performance of oil and gas enterprises in Port Harcourt, this work seeks to experimentally evaluate human resource planning. The relationship between human resource planning and organizational performance is attempted to be resolved. In Port Harcourt's oil and gas companies, the stratified sample technique was used to choose 5 (five) companies. A total of 70 managers and supervisors were drawn from the sample size calculated using the Taro Yamane. We discovered that there is a substantial association between human resource planning and organizational performance using the spearman rank order correlation coefficient and that the relationship between the variables is mediated by organizational structure. The conclusion and knowledge addition were given. As a result of the research, it was advised that oil businesses and their

human resource managers regularly conduct manpower audits and planning to assess the supply and demand conditions in the labour market ahead of hiring new staff.

The case study of a few chosen rural banks in Ghana's Ashanti region served as the basis for Quansah's (2013) investigation on the effects of human resource management methods on organizational performance. Examining general human resources procedures and programs at rural banks, gauging how employees feel about these practices and programs, and determining how effectively managing human resources affects these rural banks' performance were the goals of the study. Each of the four rural banks in this study included four branches, and a total of 150 respondents—40 management employees and 110 non-managerial employees—were polled. A total of 98.66% of respondents—40 management and 108 non-managerial—replied to the survey. For the managers and employees in the study, respectively, there were two sets of 8 and 10 human resource practices classified questionnaires. Managers and employees were sampled using convenience and purposeful methods, respectively. According to the study's findings, the procedures of these rural banks' human resources departments are poorly planned, implemented, and managed by non-human resources specialists, and their employees have a negative opinion of their practices, policies, and programs. The study also demonstrated that these rural banks miss out on the tremendous advantages of effectively managing human resources. The establishment of a human resources department within rural banks was advised in order to manage human resources effectively and gain a competitive edge.

Nondoh *et al.*, assessment's on the impact of organizational performance on human resource planning methods in western Kenyan public universities was published in 2020. In this study, the performance of public universities in the western Kenya region was evaluated in relation to the impact of human resource planning. The study's particular goals included examining the impact of hiring and selection on public university performance as well as figuring out how outsourcing affected public university performance in western Kenya. Analytical cross-sectional and survey research designs were used in the study. Using the Krejcie and Morgan Table 1970, a sample size of 341 employees was selected from the target population of 2,822 employees to represent the entire population. The six public universities in the western region were specifically chosen by the researcher. The non-academic personnel was sampled using simple random sampling from the clusters that the public

institutions represented. By using proportional allocation, a simple random sample was picked from each cluster proportionate to the size of the clusters in relation to the population. Through the use of questionnaires, data was gathered. Using SPSS version 25.0, descriptive statistics of frequencies, percentages, means, and standard deviation were used to evaluate the data, as well as inferential statistics of correlation and multiple regression analysis. The 5% significance threshold was used to test the null hypothesis. Multiple regression analyses showed that organizational performance in public universities in the Western region was influenced by human resource planning approaches both jointly and independently. Outsourcing and recruiting and selection together explained 53.5% of the difference in public university performance (Adjusted R Square = 0.535). Recruitment and selection (.623) and outsourcing (.284) both had high values. Together, these factors caused the null hypothesis to be rejected. It is impossible to say with certainty how the strategies of human resource planning under consideration work in concert to help public institutions perform well. This meant that in order to boost performance at public institutions, management should place a high priority on developing and implementing human resource planning procedures.

CONCLUSION

This study was conducted primarily to investigate the relationship between organizational effectiveness and human resource planning (HRP) in deposit money institutions in Port Harcourt. The study sheds light on the importance of human resource planning (HRP) and organizational success as well as how they affect workers' productivity at work. According to the study, if human resource planning is done correctly, institutions can have qualified personnel available at the appropriate time to perform the appropriate task at the appropriate location. Although there are difficulties in predicting the future without confidence, contingency plans must be created to deal with unforeseen events.

This suggests that in order to ensure the sustainability and expansion of banks across the nation, it is necessary to address the problem of unethical behavior - corruption among bank staff at all levels, despite the positive effects of human resource planning (HRP) and organizational effectiveness on employee performance. Additionally, research implies that HRP and organizational success, worker performance, and expansion in the Port Harcourt banking industry are related.

An all-encompassing organizational activity is planning. Planning is necessary for organizations

to determine where they are, where they need to be, and how to get there. The organization's human resource department plays a crucial role in ensuring that the right people are used effectively to complete tasks on schedule and correctly. This results in the efficient and successful achievement of goals.

RECOMMENDATIONS

Going by the findings and conclusions of this study, the following recommendations are made:

- 1) Deposit money banks' human resource managers should place a high priority on developing and implementing human resource planning procedures that will ensure they always have the proper individuals working for them.
- 2) These money deposit banks' human resource planning procedures should be open to the public and allow for the achievement of both collective and individual objectives.
- 3) To keep track of the intended goal, the human resource department of the money deposit bank should have a scorecard or evaluation reporting system on program/policies of human resource planning practices (s).
- 4) Deposit money banks' human resource management should conduct quarterly performance reviews of staff to make sure they are working to their full potential and to identify any areas for improvement.

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