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## THE IMPACT OF HUMAN RESOURCE PLANNING ON ORGANISATIONAL PERFORMANCE OF ORIENTAL FOODS, OYO, OYO STATE, NIGERIA

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**Abstract:** *PURPOSE: THE STUDY EXAMINED THE IMPACT OF HUMAN RESOURCE (HR) PLANNING ON THE PERFORMANCE OF ORIENTAL FOODS, OYO, OYO STATE, NIGERIA WHEREIN THE STUDY'S OBJECTIVES WERE TO EXAMINE THE IMPACT OF HUMAN RESOURCE (HR) STAFFING, TRAINING AND DEVELOPMENT, STRATEGIC MANAGEMENT, AND COMPENSATION MANAGEMENT ON THE PERFORMANCE OF ORIENTAL FOODS AS AN ORGANISATION IN OYO, OYO STATE, NIGERIA.*  
*METHOD: RESEARCH QUESTIONNAIRE WAS USED AS THE RESEARCH INSTRUMENT TO ELICIT RELEVANT INFORMATION FROM THE 192 RESPONDENTS CHOSEN AS THE SAMPLE SIZE AND STRATIFIED SAMPLING*



*TECHNIQUE WAS ADOPTED IN THE ADMINISTRATION OF THE QUESTIONNAIRE WHILE DATA COLLECTED WERE ANALYSED THROUGH THE USE OF MULTIPLE REGRESSION ANALYSIS.*

*RESULT: RESULTS OF THE STUDY SHOWED THAT THERE IS A STATISTICALLY SIGNIFICANT INFLUENCE OF HUMAN RESOURCE STAFFING, TRAINING AND DEVELOPMENT, STRATEGIC MANAGEMENT, AND COMPENSATION MANAGEMENT ON ORGANISATIONAL PERFORMANCE. IT WAS CONCLUDED THAT EFFECTIVE IMPLEMENTATION OF HR PLANNING IN ORGANISATIONS WOULD LEAD TO IMPROVED PERFORMANCE.*

*CONTRIBUTION: ADEQUATE STAFFING WILL HELP TO ATTAIN HIGH PERFORMANCE ESPECIALLY WHEN HUMAN RESOURCE POLICIES AND PRACTICES ENSURE THE PREVENTION OF OBSOLETE SKILLS, AND RETAIN COMPETENT STAFF THROUGH ENABLING WORK ENVIRONMENT AND COMPETITIVE SALARY PACKAGE.*

**Keywords:** HR PLANNING, HR STAFFING, TRAINING AND DEVELOPMENT, STRATEGIC MANAGEMENT, COMPENSATION, ORGANISATIONAL PERFORMANCE

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## INTRODUCTION

Globally, there is now a general realization that effective management of human resources can enable an organisation to gain and maintain a competitive advantage (Mansaray, 2019). HR managers can achieve effective management of human resources through several key HR functions, including planning for the quantities and qualities of required employees, acquiring services of employees, developing them, motivating them, and ensuring that they continue to maintain high-performance standards. Human resource planning is the foundation of any successful organisation (Helavalada & Julius, 2017). Thus, human resource planning (HRP) becomes an essential component of human resource practice. The goal of human resource planning in every organisation is to ensure that current human resources are used optimally while also planning for future human resource demands in terms of skills, numbers, and ages (Mansaray, 2019). However, human resource managers' inability to select the proper personnel who would fill a certain job role inside the organisation has been identified as one of the key causes of underperformance in most service firms (Shikha & Karishma, 2012).

Performance is one of the paramount objectives of every organisation. Williamson (2008) asserts that organisational performance is how well an enterprise is doing in terms of profitability, return on investment, and relationship with the host community and its stakeholders. Tende and Alagah (2017) posited that organisational performance comprises cyclical operations applied to established organisational specified objectives, assessing progress toward obtaining these objectives, and making adjustments to realize them more effectively and successfully. Seemingly, there is no doubt that the core of every organisation's performance is largely dependent on the capabilities of its staff, as good organisational performance is largely based on human factors (Luu et al., 2008). Proactive human resource planning is needed for the realization of organisational objectives. Thus, a broad human resources activity that encompasses HR planning, succession planning, and continuous training is required (Tende & Alagah, 2017).



However, human resource planning policies have not been beneficially successful in attaining their predetermined objectives as organisations still experience low performance despite human resource planning practices. This is because proactive HRP in organisations is a challenge. Operating, line or hiring managers are mostly carried away by planning for financial, material, and other resources leaving human resource planning to chance. Managers sometimes gamble with it by bringing onboard individuals who lack the requisite qualification(s), knowledge, talents, abilities, and skills without having a blueprint for developing and enhancing this HR for the task and duties ahead. In light of these realities, to enhance organisations' optimum performance, the uncertainties associated with HRP such as labour turnover, absenteeism, seasonal unemployment, market instabilities, and modifications in technology have to be well-thought-out in the course of putting HR plans in motion. These uncertainties pose a major challenge to human resource planning in general. It limits the managers' ability to forecast HR needs in particular. It hinders the organisation's much-needed strategic actions, resulting in ineffectiveness, unproductiveness, and unsuccessful goal attainment. Therefore, this study is intended to proffer viable solutions to these challenges by investigating the impact of human resource planning on the performance of Oriental Foods as an organization in Oyo State, Nigeria.

## LITERATURE REVIEW

### Conceptual Review

#### Human Resource Planning

Human resource planning comprises all approaches or strategies used by an organisation in the acquisition, recruitment, training, empowerment, and development of their human resources (George, 2017). Similarly, Amah (2006) defined HR planning as assessing an organisation's human resource needs in relation to its goals and establishing strategies to guarantee that it has the competent and stable workforce that it requires. Human resource planning comprises all strategies used by human resource managers to predict their present and future labour needs (Jones & George, 2000). Edeh and Dialoke (2020), departing from Jones and George's perspective, suggested that human resource planning is a process of predicting as well as preparing for retiring workers to leave and be replaced by newcomers. In a similar vein, Amah (2006) argued that human resource planning referred to how human resource managers evaluate the current situation of an organization's personnel in relation to what it tends to achieve in the future.

According to Nwachukwu (1998), management attempts to offer information about the number of employees it currently has and the anticipated workforce it will need in the future through the process of human resource planning. According to Katou (2017), HRP is a process of acquiring and utilizing relevant data to support human resource management decisions regarding how to allocate resources to labour-related tasks. Bulla and Scott (1994) concluded that the process for ensuring that an organization's manpower requirements are identified and strategies are established for achieving them is known as human resource planning. According to Vetter (1967), the process by which management decides how the organization should transition from its current manpower situation to its intended position is known as human resource planning.

HRP is regarded as the process that determines an organization's personnel needs and is a significant part of the HRM function. While doing so, it creates initiatives, ideas, and interventions that will help the organization accomplish its needs. The procedure entails analysing the position (by creating job descriptions and job specifications) and creating career advancement guidelines for the employees (Mutua, 2019). Hence, HRP is a crucial component of HRM and it contributes significantly to the achievement of an organization's goals and objectives. The primary goal of HRP, a crucial component of HRM, is to encourage employee competition and to reenergize potential for increased



performance across the board (Katou, 2017). Future success of the organization is at risk from a lack of HRP adoption (Mutua, 2019).

The importance of human resource planning is that it enables companies to meet their talent demands now and, in the future, allowing human resource managers to foresee and develop the skills that are most valuable to a company and giving the company the ideal staffing ratio in terms of available skill sets and staff numbers (Armstrong & Taylor 2020). There are various dimensions of human resource planning as identified by various authors (Anya et al., 2017; Eketu & Edeh, 2017; Helavalada & Julius, 2017; Edeh & Dialoke, 2020). However, as they have been identified as critical elements in the survival of organisations in Nigeria, this study will utilise HR staffing, training, development, compensation management, and strategic management as dimensions of HR planning.

### **Organisational Performance**

Tomal and Jones (2015) defined organisational performance as the actual measurement of an organisation's output compared to its expected results or outputs. Organisational performance can be described as one of the most important metrics in assessing businesses' operations and their environment (Abdel-Maksoud, Asada, and Nakagawa, 2008). According to Ringo and Jiang (2020), an organisation's performance is an organisation's actual output or results as compared to its intended outputs. According to Salau et al. (2014), organizational performance is the strength and capacity of a company to achieve its goals through employee retention, a flexible management approach, internal work motivation, increased commitment, job satisfaction, and career opportunities, all of which have a significant and crucial impact on the success of the organization.

Organisational performance ensures that a company's resources are employed effectively in pursuit of its objectives (George, 2017). According to Edeh and Dialoke (2020), for a company to do well, it must also consider how to make its people's jobs more fulfilling while being adaptable enough to reach its goals. Tende and Alagah (2017) noted that successfully managing organisational performance communicates a current performance mindset by implying that fulfilling every performance benchmark is critical. Richard et al. (2009) argued that organisational performance focuses on three major areas; shareholder expectation and economic value, financial performance and investment, and production capability. Financial strength and productivity can assess organisational performance (Mansaray, 2019). However, for this study on human resource planning, other variables such as efficiency and effectiveness, employee motivation, and job satisfaction will be included in organisational performance measures.

### **Human Resource Staffing**

Staffing involves filling the vacant position of the right personnel at the right job, at the right time. The staffing process comprises three main stages: recruitment, selection, and placement, through which individuals are recruited and differentiated according to scientific criteria (Dessler, 2014). According to Bratton and Gold (2007), recruitment is the process of creating a pool of qualified candidates to apply for employment with an organization, and selection is the process by which managers employ different methods to choose from a pool of candidates the person(s) most likely to succeed in the job(s), given management goals and legal requirements. Businesses employ good selectivity in the hiring process to make sure they receive the correct trained and qualified individuals for the right job (Francis et al., 2019). Wilkinson et al. (2019) maintained that the recruitment exercises remain the power of the management in any organization to ensure proper starting of employee in their firms. Making sure the most capable and qualified candidate gets the position is still one of the approaches to make things right in the company.



The main objective of human resource practices in a company is typically to enhance and support organizational performance (Wood, 2018). Ekwoaba et al. (2017) stated that the staffing process enables organisations to obtain the best qualifications, as well as contributes to preventing the appointment of an unqualified person who would cost the organisation a lot in terms of salary, allowances, and other costs resulting from losses committed due to wrong staffing decisions, which may cause the organisation to lose its market share. According to Huselid (1995), recruitment and selection are two aspects that have an impact on an employee's performance. They put the right people in the right positions to help the organization achieve its objectives.

According to O'Sullivan (2014), effective methods of recruitment and selection have a significant impact on organizational performance. Alnaqbi (2011), for example, made the case that staff recruitment and selection contribute positively to organizational performance in the sense that the improper approach to these processes may stall efforts to succeed as an organization. Furthermore, with proper staff recruitment and selection, the company has a good chance of achieving its goals and objectives because the hired personnel are productive and well-suited to the positions for which they were chosen (Wright & Stewart, 2011). The following hypothesis follows from this;

H<sub>01</sub>: HR Staffing has no significant effect on the performance of Oriental foods, Oyo State, Nigeria.

### **Strategic Management**

Strategic management, according to Ansoff (1984), is a systematic approach to a key and increasingly crucial role of general management to position and link the organisation to its environment in a way that would ensure its continued success and keep it secure against surprises. Strategic management is simply developing an organisational strategy based on a goal and vision that keeps the organisation on track (Olanipekun et al., 2015). According Phina (2020), strategic management is a procedure where managers from every department of the company participate in the formulation and execution of strategic objectives. The study refers to strategy as a course of action and distribution of resources intended to fulfill the objectives of the organization. According to Monday et al. (2015), strategic management is the managers' responsibility to develop, implement, and execute company goals in the chosen market environment, compete successfully, satisfy customers, and provide strong financial results.

Strategic management is described by the Institute of Strategic Management Nigeria (2010) as an integrative process of management in which all managers of an organization engage in continuous self-evaluation and auditing of themselves, the organizations, and the environment as well as developing, implanting, implementing, and overseeing the organization's direction, strategies, and programs with the goal of bringing about positive changes and establishing competitive advantage. The focus of strategic management is thus the utilization of an organization's internal strength and weaknesses to maximize opportunities and lessen threats from its external environment.

Agha et al. (2012) argued that identifying core competence throughout the development of strategies is done on purpose to achieve long-term competitive advantages. Hence, strategic management is a real tool for enhancing the competitiveness, performance level, and structural growth of organizations (Makanga & Paul, 2017). According to Branislav (2014), the use of strategic management methods aids businesses in seizing and developing innovative and new opportunities in the near future. Strategic management is therefore a path that is highly required to streamline operations and give organizations vision and direction (Ahmed & Mukhongo, 2017). Thus, strategic management is all about identifying and describing the strategies that managers can carry out to achieve better performance and a competitive advantage for their organisation. The following hypothesis follows from this;





Ho<sub>2</sub>: Strategic management has no significant effect on the performance of Oriental foods, Oyo State, Nigeria.

### **Compensation Management**

Armstrong & Brown (2006) postulated that compensation management is an integral part of human resource management. It seeks to address the long-term issues relating to how people should be valued for what they desire to achieve. Daniel (2019) explained that compensation management is designing and maintaining an appropriate wage and salary structure and an equitable cost structure. Compensation management implies having a proper compensation plan in place in the organisation so employees can be rewarded for their efforts. On the other hand, according to Daniel (2019), compensation management is a part of organizational management that is focused on the planning, arranging, and regulating of all the direct and indirect payments employees are to receive for the work they accomplish or service they deliver. Onwuka and Onwuchekwa (2018) assert that the financial value of a company's compensation plan is crucial. But, while creating effective compensation plans in any firm, other non-financial aspects come into play and must be taken into account.

Systems of compensation, particularly for talented and competent individuals, are important factors in determining factors to limit labor turnover (Chiekezie & Emejulu, 2017). Competitive award and pay packages are likely to boost employee morale. Regardless of other companies' aggressive human resource packages, Frye (2004) said that successful employee recruitment and retention strategies depend heavily on wages and benefits. According to Onwuka and Onwuchekwa (2018), companies that evaluate and compensate employees based on performance have seen an improvement in both organizational and employee performance. A compensation management system can create and sustain a competitive advantage for organisations" (Onuorah et al., 2019). However, most organizations fail or disregard the importance of providing skilled and key employees with competitive salary and benefits packages, which leads to excessive staff turnover and eventual company failure (Chiekezie & Emejulu, 2017). This leads to the following hypothesis:

Ho<sub>3</sub>: Compensation management has no significant effect on the performance of Oriental foods, Oyo State, Nigeria

### **Training and development**

Ngirwa (2019) described training as a process of learning through which employees improve their current level of understanding, abilities, and capabilities that they need to carry out their duties well to achieve organisational goals. Similarly, Francis et al. (2019) emphasized that training is a deliberate organizational effort or activities aimed at assisting an employee in acquiring particular and immediately applicable skills, knowledge, concepts, attitudes, and behavior to enable him/her to perform effectively and efficiently on his/her current job. Training is considered an important tool for increasing an organisation's overall performance and productivity (Hanaysha, 2016). Training provides employees with the skills, abilities, and knowledge required. More productive employees are also generated when organisations invest in training to improve and develop the knowledge and skills of employees, and it also creates a useful relationship between the employer and employees (Halawi & Haydar, 2018).

On the other hand, development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge, and competencies are required (Armstrong, 2006). Development takes the form of learning activities that prepare people to exercise wider or increased responsibilities. Employee development is becoming increasingly critical and strategic in organisations in the current business environment (Opusunju et al., 2021). Thus, development refers to activities leading to acquiring new knowledge or skills to grow.



One of the most crucial components in the performance function of a business is human resource training and development (Torrington et al, 2008). This is the process by which the skills, abilities, and attitudes necessary for organizations to run successfully are transferred to people who build them. As a result of this understanding, organizations, especially those interested in achieving and maintaining outstanding performance, have started to pay close attention to training and development (Angyapong, 2019). The growth and advancement of any organization will be jeopardized if this is not done. Mutua (2019) argued that a lack of training and development might result in inadequate knowledge, abilities, and attitudes among employees, which will have a negative impact on performance.

On average, to ensure efficient business operation, organisations should plan and invest appropriately in training and development (Armstrong & Taylor, 2020). Also, according to Ringo and Jiang (2022), an organization's future depends on the personnel receiving regular, relevant training and workshops. Since the world is dynamic and subject to change, it is the responsibility of a company to set up the proper trainings to give its human resources the knowledge and skills they need to successfully meet challenges. This leads to the following hypothesis:

Ho<sub>4</sub>: Training and development has no significant effect on the performance of Oriental foods, Oyo State, Nigeria

### **Empirical Review**

Afzal et al. (2013) examined the effect of human resource planning on the organisational performance. The main objective of the study was to determine key determinants of formal human resource planning that contributes towards performance in the telecom sector. Data were collected from top managers, middle level managers and the first line HR managers of 50 offices including head offices and regional offices through 160 questionnaires including some interview 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 organisational performance measures which are job satisfaction, efficiency, employee motivation and technology constitutes significant and a positive relationship with each other. The study recommends that modern HR practices are implemented in telecom sector and companies should spend more on human resources, which would lead towards high performance achievement.

In a related study, Rahmati and Veiseh (2015) investigated the effect of human resource planning on the quality of services of Melli Bank using a mediating variable of employees' service behaviors from 352 bank employees and 384 customers. However, based on the Cochran table, 163 employees were selected for the study sample. The data collection tool was a standard questionnaire, and its reliability was determined to be 0.967 by utilizing Cronbach's alpha, confirming the study questionnaire's dependability. Finally, SPSS software was used to examine the data sets. The findings revealed a significant relationship between HRP and service quality and service behaviors.

Singh and Kassa (2016) carried out a study on the impact of human resource practices on organisational performance. The objective of the study was to examine the impact of human resource management (HRM) practices on organisational performance of Debre Brehan University. The population of the study comprised a total of 169 employees from Debre Brehan University comprising of both academicians and support staff all responded to the survey. The method of analysis employed by the study was descriptive statistics and regression analysis. The study found that human resource practices: recruitment and selection, training and development, performance appraisal and compensation have a significant relationship with university performance.

Anya et al. (2017) explored the link between human resource planning and organisational performance in Port Harcourt oil and gas enterprises. The stratified sample technique was used to



choose 5 (five) companies in Port Harcourt's oil and gas companies. A total of 70 managers and supervisors were drawn from the sample size calculated using the Taro Yamane. The study discovered that there is a significant relationship 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.

Eketu and Edeh (2017) examined the relationship between human resource planning and organisational sustainability of selected telecommunication firms in Rivers State using a simple random sampling technique. A sample size of ninety-five was determined using Krejcie and Morgan (1970). Eighty-two copies of the questionnaire were filled properly and returned for data analysis. Spearman's Rank Correlation Coefficient was used for data analysis with the aid of IBM statistical package for social sciences. The result of their study indicated that human resource planning has a significant relationship with organisational sustainability.

Igbokwe-Ibeto et al. (2017) conducted a study on the impact of manpower planning and development in Lagos State, Nigeria, utilizing the public service performance as the dependent variable. Descriptive survey was the study's design. The analysis's findings demonstrated that the type of the curriculum for personnel planning and development has a positive effect on the overall performance of the Lagos State Civil Service. Additionally, it demonstrated the beneficial effects of manpower planning and development on achieving Lagos State goals. The study thus concluded that the Lagos State Civil service should, among other things, keep updating its curriculum for personnel development and continue to refine its current manpower planning strategy.

Mbiu and Nzulwa (2018) investigated the impact of human resource planning on staff productivity in Kenya's county government. Their findings revealed a significant positive relationship between recruitment and deployment, training and development, talent retention, succession planning, and the performance of Kenya's Council of Governors. Mansaray (2019) carried out a review on the human resource planning practices that can increase organisational performance. The review showed a significant and positive relationship between HR planning and organisational success. The review further revealed that HR planning guarantees that businesses always have the right number of people with the right degree of abilities to conduct the right activities at the right time to achieve organisational goals. Thus, the study posited that HR planning should be a part of any business because it ensures the firm's success in meeting all of its objectives.

Okafor et al. (2022) examined the effect of manpower planning on organizational performance in the Brewery industry in South-East, Nigeria. Summary and descriptive statistics, together with regression analysis, were utilized as the study's main analytical tools. It also adopted a descriptive survey approach. A 0.05 level of significance was used for all tests. The study's findings showed that an organization's performance is significantly impacted by human resource planning, particularly when it comes to estimating employee numbers and skill/expertise levels. The planning of human resources was therefore found to be crucial for the best performance possible in the brewery sector. The study recommended among others that the issue of human resource planning should be treated in the organization with the seriousness that it deserves

## **THEORETICAL REVIEW**

### **Resource-Based View Theory**

The resource-based view theory, on which the current study is founded, contends that assets are valuable for any organization, difficult to duplicate, extremely scarce, and difficult to replace. Wernerfelt (1984) first proposed this theory in 1984. It was then evaluated by other authors who elaborated on the impact that both tangible and intangible assets have on an organization's success (Nkemchor & Ezeanolue, 2021). The RBV makes the assumption that a company uses resources to





take advantage of the opportunities available and to eliminate any threats to gain an advantage over its competitors. The RBV theory states that one of an organization's internal resources, human resources, has the potential to give it a competitive edge if used effectively.

Every company wants to have an advantage over its rivals, such as growing sales and profit margins, but this is only feasible if human resource planning and procedures are robust enough. According to the resource-based approach, an organization's position in a rivalry is determined more by its HRP and capabilities than by its goods and services. Based on the RBV theory, the current study found that variables of HRP can play a significant role in linking organizational performance to human resource issues. As a result, selecting and recruiting an outstanding workforce, giving them better training and development, allowing them work within their areas of expertise, and supporting them with rewards and bonuses that will lead to sustainable performance are the key components of achieving organizational performance, keeping in mind the planning and practices of human resource management.

### METHODOLOGY

The research design adopted in this research is a survey research design. The population, 369 employees, for this study comprised all contract staff, junior staff, middle staff, and senior staff of Oriental Foods, Oyo State. The sample size for this study, 192 employees, was arrived at using Taro Yamane's (1964) formula. The stratified random sampling technique was employed as the sampling technique. Furthermore, copies of a structured questionnaire were used to obtain information from respondents for this study. Lastly, data collected were analysed with the aid of the SPSS software using Multiple Regression analysis.

### RESULT AND DISCUSSION

**Table 1: Frequency Distribution of Respondents Socio-Demographic Characteristics**

		Frequency	Percentage %
Gender	Male	126	69.6
	Female	55	30.3
Age Group	20 – 30 years	28	15.5
	31 – 40 years	58	32.0
	41 – 50 years	46	25.4
	51 – 60 years	30	16.6
	61 & Above	19	10.5
Marital status	Single	58	32.0
	Married	72	39.8
	Divorced/separated	22	12.2
	Widowed	18	9.9
	Widower	11	6.1
Religion	Christianity	85	41.4
	Islam	75	35.9
	Others	41	22.6
Educational Qualification	School Certificate	57	31.5
	OND	48	26.5
	HND/ BSc	38	20.9
	M.Sc	27	14.9



	Ph.D.	11	6.1
	<b>Total</b>	<b>181</b>	<b>100</b>

Source: Field Survey, 2022

The result in table 1 revealed that 126 (69.6%) of the respondents were male while 55 (30.3%) were female. Furthermore, the results showed that 28 (15.5%) of the respondents were within age bracket 20-30 years; 58 (32.0%) were within age bracket 31- 40 years; 46 (25.4%) were within age bracket 41-50 years; 30 (16.6%) were within age bracket 51-60 years; while 19 (10.5%) of the respondents were within age bracket 61 years and above. The result in table 1 also revealed that 58 (32.0%) of the respondents were single while 72(39.8%) of the respondents were married, 22 (12.2%) of the respondents are divorced, 18(9.9%) of the respondents are widowed and 11 (6.1%) of the respondents are widower. Furthermore, the result in table 1 revealed that 75 (41.4%) of the respondents were Christians; while 65 (35.9%) were Muslims; and 41 (22.6%) were others. Lastly, the result in table 1 revealed that 57 (31.5%) of the respondent were School Certificate holder; 48 (26.5%) were holders of OND; 38 (20.9%) were holders of HND/BSC, while 27(14.9%) were holders of M.Sc., and 11 (6.1%) were holders of Ph.D.

### Test of Research Hypotheses

**Research Hypothesis 1:** *HR Staffing has no significant effect on the performance of Oriental foods, Oyo State, Nigeria.*

**Table 2:** Linear regression on contribution of human resource staffing on organisational performance

Coefficients <sup>a</sup>						
Model		Unstandardised Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(constant)	2.574	.105		24.441	.000
	Human resource Staffing	.147	.030	.278	4.818	.000
Dependent variable: organisational performance R = .278; R <sup>2</sup> = 16.673; F (1/343) = 24.441						

Table 2 presents the unstandardized and standardized coefficients of the model, the t statistic for each coefficient and the associated p-values. The predictor variable had significant positive relationship with organisational performance. The findings confirm that there is a statistically significant influence of human resource staffing on organisational performance.

**Research Hypothesis 2:** *Strategic management has no significant effect on the performance of Oriental foods, Oyo State, Nigeria.*

**Table 3:** Linear regression on effect of strategic management on organisational performance

Coefficients <sup>a</sup>						
Model		Unstandardised Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.169	.102		21.303	.000
	Strategic Management	.275	.033	.475	9.002	.000
Dependent variable: organisational performance R = 0.475; R <sup>2</sup> = 21.794; F (1/343) = 21.303						

Table 3 presents the unstandardized and standardized coefficients of the model, the t statistic for each coefficient and the associated p-values. The predictor variable had significant positive relationship with organisational performance. The findings confirm that there is a statistically significant influence of strategic Management on organisational performance.

**Research Hypothesis 3:** *Compensation management has no significant effect on the performance of Oriental foods, Oyo State, Nigeria*

**Table 4:** Linear regression on impact of compensation management on organisational performance

Coefficients <sup>a</sup>						
Model		Unstandardised Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.076	.084		24.712	.000
	Compensation Management	.302	.025	.586	12.061	.000
Dependent variable: organisational performance R = 0.586; R <sup>2</sup> = 24.207; F (1/343) = 24.712						

Table 4 of coefficients presents the unstandardized and standardized coefficients of the model, the t statistic for each coefficient and the associated p-values. The standardized coefficients (Beta) value in table 4 revealed that the independent variable (compensation management) had a statistically significant influence on organisational performance.

**Research Hypothesis 4:** *Training and development has no significant effect on the performance of Oriental foods, Oyo State, Nigeria*

**Table 5:** Linear regression on influence of training and development organisational performance

Coefficients <sup>a</sup>						
Model		Unstandardised Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.503	.081		30.938	.000



	Training and Development	.197	.027	.402	7.166	.000
Dependent variable: organisational performance R = 0.402; R <sup>2</sup> = 20.049; F (1/343) = 30.938						

Table 5 of coefficients below presents the unstandardized and standardized coefficients of the model, the t statistic for each coefficient and the associated p values. The predictor variable had significant positive relationship with organisational performance. The findings confirm that there is a statistically significant influence of training and development on organisational performance.

### DISCUSSION OF FINDINGS

This study explored the extent to which human resource planning (human resource staffing, strategic management, compensation management and training and development) affects the performance of Oriental foods, Oyo State, Nigeria.

Findings from the analysis of the first hypothesis confirmed that there is a statistically significant effect of human resource staffing on organisational performance. Thus, the first hypothesis was rejected by the result of the study. This finding corroborates with the findings of Singh and Kassa (2016); Mansaray (2019); Mbiu and Nzulwa (2018); Afzal et al. (2013), where it was also discovered that HR staffing has a significant effect on organisational performance. Thus, it can be inferred that elements of human resource staffing play an important role in positively influencing the performance of an organisation.

Furthermore, the second hypothesis was rejected by the result of the study. The findings discovered that there is a statistically significant influence of strategic management on organisational performance. The result of this study is in line with the findings of Olanipekun et al. (2015), where it was noted that the adoption and execution of strategic management methods causes the business to be not only proactive to changes, but also to initiate good changes, which leads to competitive advantage and long-term performance.

The third hypothesis which states that compensation management has no significant effect on the performance of Oriental foods, Oyo State, Nigeria, was also rejected by the results of the study. It was discovered through analysis of the data collected that compensation management had a statistically significant influence on organisational performance. The aforementioned corroborates with the findings of Singh and Kassa (2016) where it was also discovered that compensation have a significant relationship with the performance of Debre Brehan University.

Lastly, the findings from the analysis of the fourth hypothesis discovered that there is a statistically significant influence of training and development on organisational performance. Thus, the first hypothesis was rejected. Furthermore, the findings of the study showed that training is an important element in producing human capital, as it provides employees with the skills, abilities and knowledge required by the organisation. The finding of the study is in line with the findings of other researchers like Mbiu and Nzulwa (2018); Singh and Kassa (2016), Afzal et al. (2013), who in their studies have linked training and development to organisational performance.

### CONCLUSION AND RECOMMENDATIONS

The research showed that measures of human resource planning in the study, human resource staffing, strategic management, compensation management, and training and development, have a significant impact on the performance of Oriental Foods Plc., Oyo, Oyo State, Nigeria. Thus, based on the findings, it is possible to conclude that if human resource planning is effectively implemented within Oriental Foods Plc. and other organisations in its environment, it will lead to improved organisational performance because human resource planning ensures that the optimal structure and



number of people are appropriately positioned to the right job at the right time, thereby contributing to both employee and organisational performance. The overall purpose of human resource planning is to have the ideal number of employees to maximize profits for the organisation. As a result, human resource planning should be an inherent part of all organisational planning. It should be done continually, as businesses are carried out in today's dynamic business environment. Furthermore, if an organisation aims to increase productivity and organisational performance, effective human resource plans should be implemented and institutionalized through human resource planning policies. Finally, organisations should foster a positive working relationship between employees and employers and between managers and employers to guarantee that employees actively participate in the formulation, implementation, and evaluation stages of HR planning in order to ensure adequate staffing that will help to attain high performance especially when human resource policies and practices ensures prevention of obsolete skills, retain competence staff through enabling work environment and competitive salary package.





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