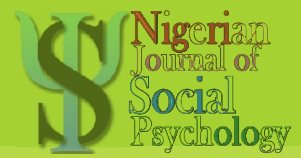


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EFFECT OF HUMAN CAPITAL PLANNING ON EMPLOYEE PERFORMANCE IN AN ORGANIZATION (A STUDY OF SHOPRITE MALL ENUGU).

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Abstract

The study examined the effect of human capital planning on employee performance of Small and Medium Enterprises (SMEs) in Ebonyi state. The specific objectives were to: examine the effect of manpower requirement on the quality of service and evaluate the effect of workload analysis on the duty competence of Small and Medium Enterprises (SMEs) in Ebonyi state. The study employed survey method research. Population of the Study constituted of all management and staff of Small and Medium Enterprises (SMEs) in Ebonyi state under study. The total population for the study is three hundred and twelve (312). Primary and secondary source of data was used. 298 staff of the respondents filled and returned questionnaire accurately. The data collected from the questionnaire were presented in a frequency tables, means scores and percentages were used in the analysis and Z - test statistic tool was used to test the hypotheses, determine the nature, and strength of the research variables. The findings indicated that Manpower requirements had positive effect on the quality service $Z(95, n = 298) = 7.676 < 9.616, p < .05$. Workload analysis had positive effect on duty competence of Small and Medium Enterprises (SMEs) in Ebonyi state $(95, n = 298) = 7.038 < 9.616, p < .05$. The study concluded that Manpower requirements, and Workload analysis had positive effect on the quality service, duty competence of Small and Medium Enterprises (SMEs) in Ebonyi state. The study recommended among others that Management should give Manpower requirements effective attention to see that the right number of people are put in place for proper performance.

Keywords: *business management, human capital, manpower, quality service, small scale enterprises.*

Introduction

“Failure to plan is planning to fail” and “Planning without action is futile as well as action without planning is fatal.” Performance in the organization is a ideology used in many organization as organizations are highly faced with performance challenges in general. The success & failure of any organization is exceedingly depending up on various resources, among which human resource is the most vital one. Development of organization is linked to the organizations human resources. In an increasingly competitive world, performance improvement is not optional; it is essential for enhancing government’s effectiveness and competitiveness as cited by Nigatu, Feleke & Alemtshay, (2017). Human capital planning in the organization allows companies to plan ahead in other to maintain a steady supply of skilled employees.

Human capital planning in the organization deals with compensation, motivation, safety, training and employees benefits. Trinet, (2019) proposed that almost every organization management view employees as an important asset, while few put employee welfare as a priority and that for an organization to take the principle of asset serious, human capital planning is crucial. Human Capital (HC) Plan helps organization to establish a framework of

policies, practices and actions that guide employee's efforts in meeting the workforce needs. In the study of Lawler and Boudreau (2012) it shows that the annual reports of many corporations in North America, Europe and Asia state that their human capital and intellectual property are their most important assets. In service organizations, it often represents 70 percent to 80 percent of business cost. Adding in the costs of training and other HR management activities, one finds that the HR function often has responsibility for a very large portion of total expenditures—and this portion is growing.

Efficiency, effectiveness and impact connect decisions about resources such as money and customers to organizational effectiveness, and they can similarly be used to understand human capital planning in the organization. Finding, managing and developing the collective knowledge, skills and other intangible assets of employees that form the basis of an organization's human capital are the central roles of the HR function. HR professionals are therefore deeply focused on the factors that influence every aspect of human capital (SHRM, (n.d). Giving the impression of the current state of organization in relation to organizational activities, employee motivation and organizational performance, it will play a crucial role in influencing the plans and strategies organizations must put in place as they work hard towards longevity. Since employees are seen as a great asset of the organization in determining the organizational performance it is pertinent that the organization looks into the criterion to enhance employee motivation.

Small and Medium Enterprises are businesses whose personnel numbers fall below certain limits. SMEs are important for economic and social reasons, given the sectors role in employment. Small and medium scale enterprises (SMEs) have been generally acknowledged as the bedrock of the industrial development of any country (Petraakis and Kostis, 2012). The small and medium scale business have been fully recognized by the government and development experts as the main engine of economic growth and a major factor in promoting private sector development and partnership. The definition of small and medium enterprises (SMEs) varies from country to country, region to region and from agencies to agencies in today's world. Terungwa (2011) recounted that, "Small enterprises" or "small and medium enterprises" are elusive concepts. They do in fact hide a large heterogeneity in the types of the firms.

A small-scale industry is an enterprise with total cost (including working capital but excluding cost of land) above N1.5 million but not exceeding N50 million, with a labour size of between 11 and 100 workers, while the medium-scale industry has a total cost (including working capital but excluding cost of land) above N50 million but not exceeding N200 million, with a labour size of between 101 and 300 workers. On the other hand, the revised operational guidelines of SMEEIS (2005) defines a small and medium enterprises as an enterprise with a maximum assets base of five hundred million naira (N500m) (excluding land and working capital), and with no lower or upper limit of staff. The contradictions in the definition of SMEs as given by NCI and SMEEIS point to the different interpretations of what SMEs really are to different schemes. These have led to the study on effect of human capital planning on employee performance of Small and Medium Enterprises (SMEs) in Ebonyi state.

Statement of the problems

Employee's performance in the organization tends to be reduced as a result of poor planning with regards to employee welfare in the organization. Organizations that focus mainly on productivity without plans for employees tends to be filled with disengaged workforce. The key objective of every organization should be to train its employees so that they become efficient resources later on. The development and management of individuals in line with their key responsibility areas not only make them an indispensable resource in the future but also ensure their hundred percent contribution towards the organization.

Human capital challenges such as having capable leaders, building workforce skills, driving high performance, and ensuring retention of top talent can be addressed through effective human capital planning. The major challenges/problems encountered by many organizations in regards to human capital planning are excess manpower requirement, unreliable workload analysis and inability to establish action plan. Employee performance is been affected by poor human capital planning in the organization through lack of manpower requirement, unskilled employees to carry out the workload analysis and poor establishing action plan by the human resource departments.

Human capital matters must not be viewed as tied to a cost center, but as investments with some return expected. Despite various government interventions through reforms, the Nigerian public sector's score-card has remained poor in performance and inefficiency. Hence, the problems of human capital planning in the organization should not be neglected as it gives room to poor quality of service low sales turnover and lack of profit generation in the organization. With these detected problems, the study sought to evaluate the effect of human capital planning on employee performance of Small and Medium Enterprises (SMEs) in Ebonyi state.

Objective of the study

The objective of the study was to evaluate the effect of human capital planning on employee performance of Small and Medium Enterprises (SMEs) in Ebonyi state. The specific objectives were to:

- i. Examine the effect of manpower requirement on the quality of service of Small and Medium Enterprises (SMEs) in Ebonyi state
- ii. Evaluate the effect of workload analysis on the duty competence of Small and Medium Enterprises (SMEs) in Ebonyi state

Research questions

The following research questions guided the study

- i. What is the effect of manpower requirement on the quality of service of Small and Medium Enterprises (SMEs) in Ebonyi state?
- ii. What is the effect of workload analysis on the duty competence of Small and Medium Enterprises (SMEs) in Ebonyi state?

.5 Statement of hypotheses

The following null hypotheses guided the study

- i. Manpower requirements have no positive effect on the quality service of Small and Medium Enterprises (SMEs) in Ebonyi state.
- ii. Workload analysis has no positive effect on duty competence of Small and Medium Enterprises (SMEs) in Ebonyi state.

Significance of the study

This study will be of great significance to all organizations both the manufacturing firms and all other organizations that constantly seek for growth, development and affinity.

It will also help organization to understand the importance of its employees and also to know that for the success of the organization, employees would be the first in the list of every planning in the organization.

The current study will prove to be very beneficial to the all stakeholders in the study, as well as the general academic public.

Scope of the study

The scope of the study will be based on the effect of human capital planning on employee performance of Small and Medium Enterprises (SMEs) in Ebonyi state. The study made use of the dependent and independent variable which includes human capital planning as the dependent variable and employee performance as the independent variable. The geographical scope of the study is Ebonyi State, Nigeria.

Conceptual Framework

Human Capital

The word “Human Capital” was introduced by A. W. Lewis in “Economic Development with Unlimited Supplies of Labour”. Capital refers to already produced durable goods which further contribute to the production of goods and services. Human capital planning also known as Human resource planning (HRP) is a strategy used by a company to maintain a steady stream of skilled employees while avoiding employee shortages or surpluses and involves labour supply, forecasting labour demand, balancing projected labour demand with supply and supporting organizational goal as defined by (Hayes, Anderson and Courage 2021). Human capital planning is a systematic process for identifying the resource pool and its capabilities to meet organization goals and developing the strategies to meet the requirements to fulfill those goals. Rani, (2011) ascertained that human capital planning involves the following systematic process that is integrated, methodical, and ongoing, determine the numbers and skills of needed workers and where and when they will be needed, Identify the actions to be taken to attract and retain the number and types of workers that the organization needs.

Planning

Firstly, according to the Oxford Advanced Learners’ dictionary New 7th edition, planning is the act or process of making plans for something. This will make us go back to what plan is. Plan is something that you intend to do or achieve. Planning is a primary function of management and core part of business organization which involves an early process of preparing of activities in other to determine, ascertain and strategize on how to carry out organizational activities with none or minimal stress and also achieve the goal. Bussiness, (2021) defined planning as an intellectual process which lays down an organisation’s objectives and develops various courses of action, by which the organisation can achieve those objectives. Planning helps an organization chart a course for the achievement of its goals. Planning in the organization helps in efficient use of resources, establishing organizational goals, managing risk and uncertainty, team building and cooperation and creating competitive advantages.

Human capital planning

Human Capital Planning is an important tool that organizations use to drive focused actions that can ensure goal achievement and business success. It allows organizations to assess, plan for, and respond proactively to its human capital challenges and needs. It helps shape the organization by building a plan to develop the workforce and practices needed to meet an organization's vision, mission, and goals (Trinet, 2019). There are four general, broad steps involved in the human resource planning process which includes analyzing labour supply, Forecasting Labor demand, balancing labour demand with supply, and developing and implementing a plan. Each step needs to be taken in sequence in order to arrive at the end goal, which is to develop a strategy that enables the company to successfully find and retain enough qualified employees to meet the company's needs (Hayes, Anderson, and Courage, 2021).

Manpower requirement

Manpower in organizations refers to human resources of the organization. It basically involves the people who make the workforce in an organization and the total supply of personnel available to complete a particular task. *Manpower* is the strength or force of a human in the organization, or the combined strength of a group of people. Manpower Planning which is also called as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization (Faramarzi, and Mehralizadeh, 2016). Human Resource Management Manpower planning is a very important part of the overall planning of a business organization. It is obvious that a business cannot prosper unless the right number of employees, having required skills, talents & qualifications is available at right time.

Workload analysis

The University of Missouri (2019) defined workforce planning and analysis as a process that helps support the goals of the university with its workforce. It involves assessing the skills, knowledge and abilities of the current workforce, analyzing internal and external forces that may impact employees (e.g. large number of retirements), and considering the strategic plans of the university and the skills needed to accomplish them. Workload is the amount of work assigned to an individual in the organization. Workload can also be classified as quantitative (the amount of work to be done) or qualitative (the difficulty of the work). Workload can also refer to the total energy output of a system, particularly of an employee performing a strenuous task over time. Workload Analysis is a process of designing of effective organisation, manning and business plan and is used to predict and plan for future works and business, and skills requirements which helps to assesses the existing operation; predicts future operation plans; and evaluates the impact of organisational changes based on experience and historical data (Project, 2015).

Employee performance

Employee performance is defined as how an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output (Ciner, 2019). Performance also contributes to our assessment of how valuable an employee is to the organization. Each employee is a serious investment for a company, so the return that each employee provides must be significant. One of the most important factors in employee performance is to achieve goals. Successful employees meet deadlines, make sales and build the brand through positive customer interactions. When employees do not perform effectively, consumers feel that the company is apathetic to their needs, and seek

help elsewhere. For any business, Employee Performance is the key to success. Every individual employee must work toward the company's vision and mission.

Quality service

Quality service (QS) refers to a network's ability to achieve maximum bandwidth and deal with other network performance elements like latency, error rate and uptime. Quality service also involves controlling and managing network resources by setting priorities for specific types of data (video, audio, files) on the network (Janalta, 2017). Also, service quality is defined as a comparison of customer expectations with service performance. The organizations with high service quality meet the customer needs and also remain most economical in terms of competition as improved service quality also makes the firm more competitive. High quality of service is achieved by knowing operational process through identifying problems in service and defining measures for service performances and outcomes as well as level of customer satisfaction (Borgave and Koranne, 2012).

Duty Competence

A competency is a set of specific skills or abilities required to do a job. It's the ability to complete a task effectively. A person should be able to perform various tasks at a target proficiency level to achieve competence in something. Competence means that you have the ability to do something well. You are capable of performing a task or job effectively (Winston, 2020). Competence is the quality or state of having sufficient knowledge, judgment, skill, or strength as for a particular duty or in a particular respect. According to the integrated conception, competence is conceptualized in terms of knowledge, abilities, skills and attitudes displayed in the context of a carefully chosen set of realistic professional tasks which are of an appropriate level of generality. The main attributes that are required for the competent performance of these key tasks or elements are then identified. Attributes include cognitive skills (knowledge, critical thinking, problem-solving strategies), inter- personal skills, affective attributes and technical psycho- motor skills. Experience has shown that when both attributes and major tasks are integrated to produce competency standards, the results appear to capture the holistic richness of professional practice in a way that neither of the other two approaches could (Gonczi, 2015).

Theoretical framework

Human Capital Theory

The human capital theory developed by Schultz (1963) and Becker (1964); and extended by Dittman et al. (1976; 1980), indicates that firms' investment in specific human capital will increase their future returns (Ismail, 2009). The theory holds that organizations would take decisions regarding the number of investments that would be made on human capital based on the foreseen future benefits and/or returns from such investments. According to this theory, investments in human capital in this regard include training and development costs. Bassegy and Tapang (2012) noted that investments in human capital include all costs related to eliciting productive behaviours from employees, including those related to motivating, monitoring, and retraining them. Organizations, therefore, commit their resources to train employees' specialized skills while at the same time, they make a comparison between their investments in the firm's human capital and the potential future returns/benefits accruing from such investments. Efforts are expected to be made to ensure that any of such acquired skills from

training are retained in the investing company and not transferred to other companies. As the variables of this present study include workers' wages and salaries, staff training expenses, health expenses, employee benefits expenses, and director's remuneration this theory is relevant to the study.

Human capital can be considered as a commodity from the perspective of Classical, Economic Theory which can be traded in terms of purchase and sale. The classical theory emphasises on the exploitation of labour by capital, human capital refers to the expertise, knowledge and skill which one gets through education and training. Pennings et al (2018) while emphasizing on social and economic theory, found out that investment in human being is one of the most valuable capitals. Pennings et al (2018) differentiates firm specific human capitals from general purpose human capital. The expertise obtained through education and training in management information systems accounting procedures and other expertise specific to particular firm are the examples of firm human capitals. Whereas general-purpose human capital is knowledge gained through education and training in areas of value to a variety of firms such as generic skills in human resource development. According to Becker education and training are the important investment in human capital.

Empirical review

Aniegboka (2014) conducted a study on the impact of human capital management on organisational performance in the manufacturing firms. Specifically, the study aimed to pursue the following objectives: to establish the relationship between Human capital management and organizational performance, to examine the extent to which training affects organizational performance, to ascertain the extent to which talent management impacts on organizational performance, to evaluate the extent to which incentive and compensation influence organizational productivity. The study had a population size of 1,210, out of which a sample size of 303 was realised using Taro Yamene formula at 5% error to tolerance and 95 % level of confidence. Instrument used for data collection was primarily questionnaire and interview. The total numbers of 303 copies of the questionnaire were distributed while 283 copies were returned. The descriptive research design was adopted for the study. Four hypotheses were tested using Pearson's moment correlation coefficient, chi-square (χ^2) and Z- test statistical tools. The findings indicate that there was significant relationship between human capital management and organisational performance. Training positively affects organisational performance. Incentives and compensations positively influence organisational performance. The study concluded that theoretical and technological advance in human capital management has allowed manufacturing organizations to move beyond managing personnel by head count and billet, the managing their workforces.

Afrah (2016) analyzed the role of human capital on organizational performance as well as exploring the significance of HR practice on organizational performance as a case of Benadir University in Mogadishu, Somalia. A descriptive research design was used; the study population was the Deans, Teaching staffs and Non -teaching Staffs at Benadir University in Mogadishu and a sample size of 25 were taken as the study population is unknown. A self-administered questionnaire were used to collect the data from the respondents and then evaluated by utilizing descriptive statistics with the help of SPSS. The findings discovered that the role of human capital on organizational performance is an important for progressing the organization's profitability, what is more, organizations boast for the human capital they have. In the long run, human resource practice plays a significant role in building the capacity of the

employees; therefore, this study provides contribution of the role of human capital development on organizational performance.

Yaya (2016) investigated the effect of human capital development on job satisfaction of librarians in Nigerian public universities. A correlation survey research design was adopted. The study population consisted of 1,254 librarians in public university libraries in Nigeria, from which 923 were selected using simple random sampling. The research instrument used was a self-developed questionnaire. The study revealed a significant relationship between human capital development and job satisfaction of librarians in public university libraries in Nigeria. It concluded that contrary to general belief, job satisfaction and productivity levels of librarians in university libraries were high. It is recommended that university library management should continue to promote values such as improved employee recognition, good leadership style and improved human capital development programmes that would increase job satisfaction and productivity of its workforce.

Ali and Chaudhury (2017) examined the effect of human capital on the organizational performance. In order to find out the impact of human capital on organization performance, present study is carried out in service sector of Punjab, Pakistan. For this purpose data was collected from five major cities of Punjab, Pakistan. Respondents were faculty members of universities and officer grade employees of banking sector. Analysis showed that human capital does affect the career, job and life satisfaction of employees which are indicators of organization performance. Empirical analysis showed that human capital positively affects the career satisfaction as was shown by $\beta = 0.500$, and significant at $p = 0.000$. Same is case with human capital and job satisfaction as represented by $\beta = 0.281$, and significant at $p = 0.000$. Human Capital and life satisfaction were also found to be dependent as shown by $\beta = 0.301$, significant at $p = 0.000$.

Mbah, Aga and Onyia (2018) evaluated the effect of human capital development in organizational performance in manufacturing industries in South-East Nigeria. The study was to evaluate the effect of human capital development in organizational performance in manufacturing industries in South-East Nigeria. The population consists of 6230 staff of selected manufacturing firms from South-East, Nigeria. The study used the survey approach. The primary sources used were the administration of questionnaire to staff and distributors. The sample size of 358 was determined using Ferund and Williams's formula. 306 copies of the questionnaire were returned and accurately filled. 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 co-efficient of 0.88 which was also good. The hypotheses were analyzed using f-statistics (ANOVA) tool. The findings indicated that Knowledge has positive significant effect on product quality $F(95,n=358)= 2181, P<0.05$; Skills have positive significant relationship on promoting of innovations $F(95,n=358)= 381.631, P<0.05$; The study concluded that any organization that does not learn continuously and is not able to continuously list, develop, share, distribute, mobilize, cultivate, put to practice review and spread knowledge will not be able to compete effectively in the global market.

Cross (2019) examined the effect of human capital development on organizational performance. Precisely, the study aimed to carry out the following objectives: to establish the relationship between Human capital management and organizational performance, to highlight the needs for human capital development for improved organizational performance. The study had a population size of 152, out of which a sample size of 110 was realized using Taro Yamane formula at 5% error to tolerance and 95 % level of confidence. Instrument used for data

collection was primarily questionnaire. The total numbers of 110 copies of the questionnaire were distributed while 80 copies were returned. The descriptive research design was adopted for the study. Two hypotheses were tested using Pearson's moment correlation coefficient. The findings suggest that there was significant relationship between human capital management and organisational performance. The necessity for human capital development include teaching the skills and knowledge requires in new staff, upgrading the skills and knowledge of old employees, meeting the challenges of technological innovation acquiring the skills required in the competitive market and enhancing human capital resourcefulness.

Method

The area of the study was Ebonyi state. The total population for the study is three hundred and twelve (312) of Small and Medium Enterprises (SMEs) Owners in Ebonyi state. The study the whole population was used because of the small number. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. Two hundred and ninety eight (298) owners returned their questionnaire and accurately filled. That gave 96 percent 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 co-efficient of 0.86 which was also good. Data was presented and analyzed by mean score and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z - test statistic tool.

Data Presentation

The effect of manpower requirement on the quality of service of Small and Medium Enterprises(SMEs)

Table 1: Responses on the effect of manpower requirement on the quality of service of Small and Medium Enterprises(SMEs)

		5	4	3	2	1	∑FX	-	SD	Decisio
		SA	A	N	DA	SD		X		n
1	The right number of people were recruited to conform to the standard	610 122 40.9	372 93 31.2	72 24 8.1	32 16 5.4	43 43 14.4	1129 298 100%	3.79	1.402	Agree
2	The right kind of people at the right place were selected to work	585 117 39.3	360 90 30.2	78 26 8.7	44 22 7.4	43 43 14.4	1110 298 100%	3.72	1.416	Agree
3	Employees are employed at the right time which quickens service	335 67 22.5	620 155 52.0	51 17 5.7	40 20 6.7	39 39 13.1	1085 298 100%	3.64	1.267	Agree
4	The required skills are employed in the Shoprite for effective services	830 166 55.7	108 27 9.1	81 27 9.1	52 26 8.7	52 52 17.4	1123 298 100%	3.77	1.588	Agree
5	The employees with needed talents and qualifications	415 83 22.5	532 133 31.2	36 12 3.3	22 11 3.3	32 32 13.3	1037 298 100%	3.48	1.292	Agree

are provided at the right time 30.6 49.1 4.4 4.1 11.8 100%

Total Grand mean and standard deviation 3.68 1.393

Source: Field Survey, 2021

Table 1, 215 respondents out of 298 representing 72.1 percent agreed that the right number of people were recruited to conform to the standard 3.79 and standard deviation of 1.402. The right kind of people at the right place were selected to work 207 respondents representing 69.5 percent agreed with mean score of 3.72 and standard deviation of 1.416. Employees are employed at the right time which quickens service 222 respondents representing 74.5 percent agreed with mean score of 3.64 and standard deviation of 1.267. The required skills are employed in the Shoprite for effective services 193 respondents representing 64.8 percent agreed with mean score of 3.77 and 1.588. The employees with needed talents and qualifications are provided at the right time 216 respondents representing 79.7 percent agreed with a mean score of 3.83 and standard deviation 1.292.

The effect of workload analysis on the duty competence of Small and Medium Enterprises (SMEs)

Table 2: Responses on the effect of workload analysis on the duty competence of Small and Medium Enterprises (SMEs)

		5	4	3	2	1	ΣFX	-	SD	Decisio
		SA	A	N	DA	SD		X		n
1	There is assessment of the current skills for employee effective discharge of duty	565 113 37.9	368 92 30.9	72 24 8.1	30 15 5.0	54 54 18.1	1089 298 100%	3.65	1.476	Agree
2	The knowledge needed to do the jobs are analysed and employed	565 113 37.9	332 83 27.9	78 26 8.7	44 22 7.4	54 54 18.1	1073 298 100%	3.61	1.497	Agree
3	The current abilities of workforce are analysed and updated as the need arise	330 66 22.1	576 144 48.3	51 17 5.7	40 20 6.7	51 51 17.1	1048 298 100%	3.51	1.364	Agree
4	Internal and external forces of the organisation are analysed and various measures taken for proper productivity	830 166 55.7	108 27 9.1	81 27 9.1	52 26 8.7	52 52 17.4	1123 298 100%	3.77	1.588	Agree
5	Shoprite has a business plan for effective organisation and manning	495 99 33.2	528 132 44.3	45 15 5.0	30 15 5.0	37 37 12.4	1135 298 100%	3.81	1.292	Agree
Total Grand mean and standard deviation								3.67	1.443	4

Source: Field Survey, 2021

Table 2, 205 respondents out of 298 representing 68.8 percent agreed that there is assessment of the current skills for employee effective discharge of duty 3.65 and standard deviation of 1.476. The knowledge needed to do the jobs are analysed and employed 196 respondents representing 65.8 percent agreed with mean score of 3.61 and standard deviation of 1.497. The current abilities of workforce are analysed and updated as the need arise 210 respondents representing 70.4 percent agreed with mean score of 3.61 and standard deviation of 1.364. Internal and external forces of the organisation are analysed and various measures taken for proper productivity 193 respondents representing 64.8 percent agreed with mean score of 3.77 and 1.588. Shoprite has a business plan for effective organisation and manning 231 respondents representing 77.5 percent agreed with a mean score of 3.83 and standard deviation 1.292.

Test of Hypotheses

Hypothesis One : Manpower requirements have no positive effect on the quality service of Small and Medium Enterprises(SMEs)

One-Sample Kolmogorov-Smirnov Test

		The right number of people were recruited to conform to the standard	The right kind of people at the right place were selected to work	Employees are employed at the right time which quickens service	The required skills are employed in the shoprite for effective services	The employees with needed talents and qualifications are provided at the right time
N		298	298	298	298	298
Uniform Parameters ^{a,b}	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.471	.445	.495	.557	.525
	Positive	.144	.144	.131	.174	.124
	Negative	-.471	-.445	-.495	-.557	-.525
Kolmogorov-Smirnov Z		8.139	7.676	8.544	9.616	9.066
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

a. Test distribution is Uniform.

b. Calculated from data.

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value ranges from $7.676 < 9.616$ and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that Manpower requirements had positive effect on the quality service of Small and Medium Enterprises (SMEs).

Decision

Furthermore, comparing the calculated Z- value ranges from $7.676 < 9.616$ against the critical Z- value of .000(2-tailed test at 95percent level of confidence) the null hypothesis is rejected. Thus, the alternative hypothesis was accepted which states that Manpower requirements had positive effect on the quality service of Small and Medium Enterprises (SMEs).

Hypothesis Two: Workload analysis has no positive effect on duty competence of Small and Medium Enterprises (SMEs)

One-Sample Kolmogorov-Smirnov Test

	There is assessment of the current skills for employee effective discharge of duty	The knowledge needed to do the jobs are analysed and employed	The current abilities of workforce are analysed and updated as the need arise	Internal and external forces of the organisation are analysed and various measures taken fo proper productivity	Shoprite has a business plan for effective organisation and manning	
N	298	298	298	298	298	
Uniform Parameters ^{a,b}	Minimum	1	1	1	1	
	Maximum	5	5	5	5	
Most Extreme Differences	Absolute	.438	.408	.455	.557	.525
	Positive	.181	.181	.171	.174	.124
	Negative	-.438	-.408	-.455	-.557	-.525
Kolmogorov-Smirnov Z	7.560	7.038	7.849	9.616	9.066	
Asymp. Sig. (2-tailed)	.000	.000	.000	.000	.000	

a. Test distribution is Uniform.

b. Calculated from data.

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value ranges from $7.038 < 9.616$ and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that Workload analysis had positive effect on duty competence of Small and Medium Enterprises (SMEs)

Decision

Furthermore, comparing the calculated Z- value ranges from $7.038 < 9.616$ against the critical Z- value of .000(2-tailed test at 95percent level of confidence) the null hypothesis is rejected. Thus the alternative hypothesis was accepted which states that Workload analysis had positive effect on duty competence of Small and Medium Enterprises (SMEs)

Discussion of Findings

The effect of manpower requirement on the quality of service

From the result of Hypothesis one, the calculated Z- value ranges from $7.676 < 9.616$ against the critical Z- value of .000(2-tailed test at 95percent level of confidence) which implies that Manpower requirements had positive effect on the quality service. In the support of the result, Aniegboka (2014) examined the impact of human capital management on organisational

performance in the manufacturing firms. The study concluded that theoretical and technological advance in human capital management has allowed manufacturing organizations to move beyond managing personnel by head count and billet, the managing their workforces. Afrah (2016) analyzed the role of human capital on organizational performance as well as exploring the significance of HR practice on organizational performance as a case of Benadir University in Mogadishu, Somalia. The findings discovered that the role of human capital on organizational performance is an important for progressing the organization's profitability, what is more, organizations boast for the human capital they have. In the long run, human resource practice plays a significant role in building the capacity of the employees; therefore, this study provides contribution of the role of human capital development on organizational performance.

The effect of workload analysis on the duty competence

From the result of Hypothesis Two, the calculated Z- value ranges from $7.038 < 9.616$ against the critical Z- value of $.000$ (2-tailed test at 95percent level of confidence) which implies that Workload analysis had positive effect on duty competence. In the support of the result, Cross (2019) examined the effect of human capital development on organizational performance. The findings suggest that there was significant relationship between human capital management and organisational performance. The necessity for human capital development include teaching the skills and knowledge requires in new staff, upgrading the skills and knowledge of old employees, meeting the challenges of technological innovation acquiring the skills required in the competitive market and enhancing human capital resourcefulness. Yaya (2016) investigated the effect of human capital development on job satisfaction of librarians in Nigerian public universities. The study revealed a significant relationship between human capital development and job satisfaction of librarians in public university libraries in Nigeria. It concluded that contrary to general belief, job satisfaction and productivity levels of librarians in university libraries were high.

Summary of Findings

The findings at the end of the study include the following:

- i. Manpower requirements had positive effect on the quality service of Small and Medium Enterprises(SMEs), $Z(95, n = 298) = 7.676 < 9.616, p < .05$
- ii. Workload analysis had positive effect on duty competence of Small and Medium Enterprises(SMEs), $Z(95, n = 298) = 7.038 < 9.616, p < .05$

Conclusions

The study concluded that Manpower requirements and Workload analysis had positive effect on the quality service, duty competence of Small and Medium Enterprises(SMEs), Ebonyi state. Human capital planning enables organizations to meet their current and future demands for resource allocation, talent and allowing human resource managers to anticipate and develop skills that will be valuable in the organization. Proper planning also provides a path for future development by establishing a reservoir of talent capable of filling leadership roles. Human capital planning is a way to fulfill the potential of people by enlarging their capabilities and enabling them to participate actively in their own development. In this respect, the right quality of personnel must be in place to transmit and impart this knowledge, skills and abilities.

Recommendations

Based on the findings, the following recommendations are proffered:

- i. Management should give Manpower requirements effective attention to see that the right number of people are put in place for proper performance.
- ii. Workload analysis There should be need for the management of the organisation to check what the job of the organisation requires and do the needful

Contribution to Knowledge

The present study on effect of human capital planning on employee performance in an organization intends to add to the existing gap in knowledge in human capital planning in organizations. The study focuses on understanding the effect of human capital planning on employee performance in organization using the following variables; manpower requirement, workload analysis, quality of service, sales turnover and profitability. Most of these studies reviewed did not highlight the nature of the relationship of these variables with particular mention to the possible regional differences that might exist between banks in Nigeria. The current study attempts to rectify this, by employing Z-test analysis.

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