
The Impact of Manpower Planning on Development of productivity of some selected Public Sector in Nigeria

Abdullahi Ibrahim K/Nassarawa

Department of Public Administration, School of Management Studies, Kano State Polytechnic,
Kano State, Nigeria.

abdullahiknass023@gmail.com, +2347031628675

ABSTRACT

This research paper is centered on studying the Impact of Manpower Planning on Development of productivity of some selected Public Sector in Nigeria. This arises due to the urgent need to identify the state of manpower planning and development in public sector in relation to policies, process, achievements and problems. The major objective of the study is to identify the best ways and techniques of manpower planning, and development for the consumption of Nigerian public sector. The aim is also concerned with finding how activities such as, training, motivation and promotion could be effectively achieved in the public sector. The research intends to use primary data collection. Questionnaires and oral interviews will be used in getting information from the respondents. The research used three case study areas namely Tertiary Education Trust Fund (TETFUND), Abuja, Office of the Federal Head of Civil Service, Abuja and Office of the Head of Service, Lagos. The generated data was analyzed using Structural Equation Modeling (SEM and SPSS). This will give the analysis more efficiency, reliability and accuracy. The research finally produced findings, both positive and negative. Recommendations were therefore, given against the negative findings. The recommendations were offered in such a way that will benefit not only the public organizations, but the larger society. This means that the findings and recommendations could be generalized without difficulties.

Keywords: *Manpower, Planning, Development, Public Sector.*

1. INTRODUCTION

The process of manpower planning and development is vital and indispensable whether in public or private organization. For an organization to have the capacity to perform effectively over a period of time, it must be willing and able to plan, recruit, manage, develop, measure, dispose- off and replace human resources as permitted by the task to be carried out. Manpower planning is a process of projecting for the future acquisition, utilization, improvement and retention staff where possible in any organization (Bartholomew, 2007). Therefore, manpower planning is not just a number game discussing issues, as how many are to be employed or not to be employed (Maheshwari, 2005; Marchingon and Wilkinson, 2006).

According to (Obadan, 2008:23), manpower is a process in which an organization has the right number of employee's with the highest level of talent and skills performing the jobs at the right time and doing the right activities to achieve the right objectives to fulfill corporate purposes". An effective manpower planning should involve making necessary decisions that will enable management to meet the manpower requirement of the organization. Development is seen as a process of training superior employee for effective leadership interpersonal skills and communication in order to achieve organizational goals. Therefore, public organizations require adequate planning in order to meet their targeted goals. However, the inherent nature of the public sector organizations is always associated with inefficiency particularly regarding manpower planning and development.

1.1 Statement of the Problem/Justification of the study

Manpower planning and development in every organization is an indispensable tool for achieving effective management. In public sector, the process of ensuring effective service delivery depends largely on the administrative efficiency and manpower capacity of the organization. Manpower planning and development, therefore, plays a significant role in employing competent and qualitative personnel. However, the researcher observed that, despite the strategic managerial position of manpower planning in Nigeria's public sectors, yet, there is insufficient training and development, poor personnel planning, lack of appropriate techniques for manpower planning, lack of proper manpower welfare package, problem of selecting right person for the right job, poor supervision, problem of retaining skilled employees and problem of communication gap. Regional disparities in staff distribution is also another problem that causes some staff to be overworked (Graham and Bennet, 1998; Guchura, 2000).

There are many challenges faced by the planning and planners among which are Forecasting the macro environment of the firm, gathering information about the workforce in each institution, accurate information and analysis on personnel costs, information about the labor laws and regulations, the existing personnel policies of each institution, the capacity to understand the new job competencies needed and develop new staff roles and training for employees, mechanisms for improving organizational and employee performance and improvement in work processes, information about performance based contracts and incentives and capacity to develop the necessary systems, change management process and Performance management and supervision systems (Cole, 2002). The dynamic nature of the environment of corporate planning particularly with respect to manpower planning creates major difficulties in predicting the future state of affairs. The result is that manpower planning horizon is increasingly getting shorter and is less accurate than years before (Chanda, 2005). Planners must increasingly develop flexible planning scenarios leading to contingent plans. All these problems have been a great challenge facing the institution which the researcher will suggest possible solutions (Macaler and Shannon, 2012).

1.2 Objectives of the Study

The main objective of the research study was to identify the Impact of manpower planning and development in some selected public sector in Nigeria. *The researcher used three case study areas namely Tertiary Education Trust Fund (TETFUND), Abuja, Office of the Federal Head of Civil Service, Abuja and Office of the Head of Service, Lagos.*

The specific objectives of the study were to;

- i. Examine the impact of planning on the productivity of the selected organizations in Nigerian Public Sector
- ii. To assess the effect of employee training on the performance of selected organizations in Nigerian Public Sector.

1.3 Research Questions

- i. Does planning have any impact on the productivity of the selected organizations in Nigerian Public Sector?
- ii. To what extent does employee training affect the productivity of the selected organizations in Nigerian Public Sector.?

1.4 Research Hypotheses

The null hypotheses were tested at 0.05 level of significance in this study.

H01: There is no significant impact of planning on the productivity of the selected organizations in Nigeria.

H02: Employee training has no significant effect on the productivity of the selected organizations in Nigeria.

Looking at the above available literature, it is evident that previous studies have been conducted on related research topic, where some of the studies revealed that, there is significant impact of manpower planning on development of productivity of some selected organizations in public sector. Whereas, some studies revealed that there is insignificant impact due to the problems facing the success of manpower planning on development of productivity of some selected organizations in public sector.

Another gap in the literature is that, some of the studies have been conducted in Nigeria and some outside Nigeria. To the best of the researcher's knowledge, all the studies conducted in both Nigeria and outside did not assess the impact of manpower planning on development in the selected study areas in Nigeria such as TETFUND Abuja, Office of the Federal Head of Service, Abuja and Office of the Head of Service, Lagos.

Therefore, this study intends to fill the gap by selecting the study areas such as TETFUND Abuja, Office of the Federal Head of Service, Abuja and Office of the Head of Service, Lagos, to assess the impact of manpower planning and development in relation to the productivity of the selected organizations in Nigerian Public Sector and identify the major problems hindering the success of manpower planning as well as determine the basis that should be considered for selecting an appropriate manpower planning techniques.

According to (Ubeku, 1975), manpower means human resources, it refers to personnel available or competent to work. Planning involves deciding on the best course of action to make in order to achieve efficiency and effectiveness, considering the available resources at one's disposal. Planning permits a manager to act with initiative and or creates a situation to the organizational advantage. This is to say that planning involve making necessary requirements for the organization's consideration, considering situational factors. Planning principles should be applied to manpower planning. Planning therefore is the necessary guide to direct one to the right path to follow in order to arrive at intended destination. In manpower planning, interest is one of the best ways to anticipate manpower needs and make necessary provision (McDonald and Robert, 2007). Manpower planning is the basically concerned with budget for the best of financial resources, manpower planning aims at maintaining and improving the ability of management in achieving the organizations objectives by developing strategic designed to enhance the optimum contribution of manpower at all time for long as the true forecast (Maurice, 1945:105).

Another important part of manpower planning process is the organizations objectives. These objectives serves as spring board for determine the manpower strength required to achieve them and to keep the organization function that are usually set up to achieve certain aims when called to implicit or explicit, tangible or intangible, cultural or moral. A good sight of the overall objectives of the organization is very important for the proper manpower planning (Abdullahi, 2011). In manpower planning, the present manpower situation in the organization has to determine what categories of personnel exist in the organization. This is the manpower inventory, job description will therefore, involve analysis which also give rise to job specification (Paho, 2003).

(Bowey, 1974), strictly define manpower planning "as the activity of management aimed to at coordinating requirement for and the availability of different types of employees, usually this involves ensuring that the firm has enough of the right kind of labour at such time as it is needed". It may also involve adjusting the requirement to the available supply. Here, Bowey gives befitting definition of manpower and regard such things as type of employees and availability. Employee's requirements to the available supply. This definition covers many aspects of manpower planning activities and requirement. It even goes as far as recommending the adjustments (i.e. the formulation of means to cope with the available supply of manpower requirements to that available open to and around an organization).

This proves the role planning plays as it takes in to cognizance the harsh realities surrounding it and uses such to the attainment of organization and aims. Bowey definition so far has given an almost precise insight in to what manpower planning in organization is the short coming of his definition, they states manpower planning as an activity carried out by management on subordinates, though, it is true it fails to mention the fact that even management is involved and covered by manpower planning activity too. Similarly, (Simkovich, 2017), is of the view that planning is giving to the benefit of the employees, employer and inevitably to the organization. This benefits (Stewart, 2012). Further noted accrued to both employee and employer without taking anything from other. Planning is one of the functions performed by managers that determined the pattern of actions needed for meeting situation in the future in order to attain organizational goals. Plans are predetermined courses of action made in the present to guide future implementation towards the goals of the organization, plans and planning are therefore, the means by which managers can expert their impact on the future of the organization.

Planning is also a management function that produces an integrated objectives policies and strategies, (Okah, 1998; Shaker et al., 2020).

Manpower planning and development furthermore is the process of increasing knowledge, skills and activities embodies in the individual right from school through recruitment and utilization to retirement. Therefore, manpower planning and development goes beyond the activities within employing institutions. It includes the role of educating and outside training institutions, also individuals differs in their abilities they brings to work and in their value system. Many writers are also in agreement that changed both external and internal are factors which have direct relationship with the human resources development in technology, social, economic and the structure of organizations influences manager and or management to live up to their responsibilities (Ubabuiké, 2020).

1.5 GAP IN LITERATURE

From the available literature, it is evident that previous studies have been conducted on related research topic, where some of the studies revealed that, there is significant impact on manpower planning on development of productivity of some selected organizations in public sector Golister, (1967). Whereas, some studies revealed that there is insignificant impact due to the problems facing the success of manpower planning on development of productivity of the selected organizations in public sector. Another gap in the literature is that, some of the studies have been conducted in Nigeria and some outside Nigeria (Weisbrød, 1977). To the best knowledge of the Researcher, all the studies conducted in both Nigeria and outside did not assess the impact of manpower planning on development of productivity of the selected study areas in Nigeria, such as TETFUND Abuja, Office of the Federal Head of Service, Abuja and Office of the Head of Service, Lagos.

Therefore, this study intends to fill the gap by selecting the study areas like TETFUND Abuja, Office of the Federal Head of Service, Abuja and Office of the Head of Service, Lagos, in the Nigeria public sector to assess the impact of manpower planning on development of their productivity and identify the major problems hindering the success of manpower planning as well as determine the basis that should be considered for selecting an appropriate manpower planning techniques.

3.0 METHODOLOGY, RESULTS AND DISCUSSION

3.1 Research Design

This study adopted a survey research design which is a blue print and scheme that allowed the researcher to provide solution to the problem of how to get data for the study, what to study and who to study. It comprises of using well-structured questionnaire administered to the respondents in order to gather some vital, accurate and up to date information needed for the research work.

3.2 Sources of Data

Research instrument generally, are devices for collecting data for the study. In the course of this study, the research instrument for this study includes:

3.2.1 Primary Data:

This refers to the data collected by the researcher through the use of questionnaire and personal interviews. For this research, questionnaire and personal interview were used

to get firsthand information from some senior and other staff of selected organizations in Nigerian public sector.

3.2.2 Secondary Data:

This refers to existing statistical materials which are not originated/generated by the researcher himself, but which are obtained from someone else's record or publications, example, books, journals, publications in government offices.

3.3 Population of the Study

The population of this study consists of some management staff and other staff of the selected organizations

Table 1; Population Table

Organisation	No of Staff
TETFUND	469
Office of the Head of Federal Civil Service, Abuja	456
Office of the Head of Service, Lagos	350
Total	1275

Source; Annual Report 2023

3.4 Sample Size Determination

Table 1: Population Table

Organization	No of Staff
TETFUND	469
Office of the Head of Federal Civil Service, Abuja	456
Office of the Head of Service, Lagos	350
Total	1275

Source; Annual Report 2023

Sample Size Determination

Taro Yamene's formular was used to get the total number of a workable sample size.

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

Where; n = Samples Size
 H = Population size
 I = Constant
 E = Degree of error

Thus, substituting the values in the formular

$$n = \frac{1275}{1+1275(0.0025)^2}$$

$$= 304$$

Sample size for TETFUND based on the available data of annual report of 2019

$$= \frac{469 \times 304}{1275}$$

$$= 111.8$$

$$= 112$$

Sample size for OHCSF based on the available data obtained

$$= \frac{456 \times 304}{1275}$$

$$= 108.7$$

$$= 109$$

Sample size for OHCS based on the available data obtained

$$= \frac{350 \times 304}{1275}$$

$$= 83.4$$

$$= 83$$

Total Sample Size = 304

3.5 Sampling Technique

Simple random sampling technique was used by the researcher in obtaining information for the research. The sampling technique provide employees the same and known chances of being nominated.

3.6 Description of the Instrument

The major instruments "that were used to collect data by the researcher were be the questionnaire and interview scheduled. In designing the questionnaire, the researcher used five Linker scale questions, in addition the researcher used oral interview to collect data from respondents.

3.7 Validity of the Research Instrument

Validity is the extent to which a measuring instrument on application performs the function for which it is designed. To ascertain the validity of the instrument, content validity was adopted. Content validity is the estimate of how much a measure represents every single element of a construct. Basically, no interesting aspect of the study was omitted in designing the survey questions, coupled with the fact that the questionnaire was designed from the objective of the study. The content of the questionnaire was validated by some staff of TETFUND, Abuja, and Office of the Head of Civil Service of the Federation, Abuja and Office of the Head of Service, Lagos.

3.8 Reliability of Research Instrument

Okah (1998) states that test reliability refers to the consistency of reproducibility of the result of a test, to ensure reliability of the instrument, the researcher adopted a test re-test method in which the researcher distributed 10 copies of the questionnaires to the employees of the organizations understudied. That is five copies for each organization. After some days, the instrument was collected and re-administered for the second time. The questionnaire distributed were completed and returned using Spearman rank order correlation coefficient which was found to be high, $P = 0.0988$ showing the reliability of the instrument

3.9 Method of Data Analysis

The primary data collected through the questionnaire was analyzed and presented using different descriptive and non-parametric methods. The data was presented using simple percentage table, while the hypotheses formulated earlier was tested using "chi-square" and correlation (Pearson). Data generated from the questionnaire are presented in frequency distribution tables and analyzed by the use of simple percentage techniques.

3.10 Decision Rule:

If the calculated is greater than the tabulated, you reject the null and accept the alternate but if otherwise reject the alternate.

Table 2: Distributed and Return of the Questionnaire

Organization	Distribution		Distribution		Distribution	
	Freq.	Per. (%)	Freq.	Per. (%)	Freq.	Per. (%)
TETFUND, Abuja	112	36.8	75	38.7	37	33.6
OHCSF, Abuja	109	35.9	68	35.1	41	37.3
OHCS, Lagos	83	27.3	51	26.3	32	29.1
Total	304	100	194	63.8	110	36.2

Source: Field Survey 2023

Table above shows that 194 (63.8%) questionnaire were returned and used. While 110 (36.2%) were not returned and used.

Table 3: To ascertain the impact of planning on development of productivity of selected organizations in Nigerian public sector.

Items Statement	SA	A	N	D	SD	Mean	Standard Deviation	Remark
A. Planning enhances organizational Productivity	103	36	33	11	11	4.08	1.200	Accept
B. Planning promotes effective communication	91	58	23	11	11	4.07	1.152	Accept
C. Planning boost organizational effectiveness	63	98	11	11	11	3.98	1.060	Accept
D. Planning helps in organizational	78	63	31	11	11	3.96	1.142	Accept
E. Planning helps in forecasting	67	68	34	12	13	3.85	1.164	Accept

Source: Field Survey 2023

The impact of planning on the survival of selected organizations in Nigerian public sector was examined with five item statement and a mean response cut off mark of 3.00. Based on the mean cut off mark, all the five item statement were accepted as the impact of planning on productivity of the selected organizations in Nigerian public sector. Respondents with mean score of 4.08 strongly agreed that planning enhances organizational productivity, respondents with mean score of 4.07 strongly agreed that planning promotes effective communication, respondents with mean score of 3.98 agreed that planning boost organizational effectiveness, respondents wit mean score of 3.96 strongly agreed that planning helps in organizational

planning. Finally, respondents with mean score of 3.85 agreed that planning helps in forecasting.

Table 4: Evaluates the effect of employees training on the productivity of selected organizations in Nigerian public sector.

Items Statement	SA	A	N	D	SD	Mean	Standard Deviation	Remark
A. Employee training helps in effective communication which leads to enhance organizational productivity.	36	10	21	23	13	3.64	1.117	Accept
B. Employees training boost organizational profitability	98	46	23	12	15	4.03	1.255	Accept
C. Employees training enhances organizational efficiency	104	49	18	11	12	4.14	1.183	Accept
D. Employees training promotes employees commitment to work effectively	57	83	21	15	18	3.75	1.222	Accept
E. Employees training helps in attainment of organizational goals and objectives	97	43	22	13	19	3.96	1.331	Accept

Source: Field Survey 2023

The effect of employee training on the productivity of selected organizations in Nigerian public sector was investigated with five item statement and a mean cut off mark of 3.00. All the five item statement was accepted as how does teamwork affect organizational productivity in the selected organizations. Respondents with mean score of 3.64 agreed that employee training helps in effective communication which leads to organizational productivity, Respondents with mean score of 4.03 strongly agreed that employee training boost organizational profitability, respondents with mean score of 4.14 strongly agreed that employee training enhances organizational efficiency, respondents with mean score of 3.75 agreed that employee training promotes employee commitment to work (Dales, 1978; Chanda, 2005). Finally, respondents with mean score of 3.96 strongly agreed that employee training helps in realization of organizational goals.

3.11 Descriptive Statistics H01:

There was no significant impact of manpower planning on development of productivity of the selected organizations in Nigeria was investigated with the aid of Pearson Product-moment Correlation (r). The Pearson product-moment correlation coefficient (r) in the study is 0.940 = 93.0%. This connotes a positive and significant relationship at 0.05 level of significance. Therefore, pending other statistical evidence, we reject null hypothesis and accept the alternate hypothesis that there is significant impact of planning on the productivity of selected organizations in Nigerian public sector.

3.12 Test of Hypotheses

H01: There is no significant impact of planning on development of productivity of the selected organizations in Nigerian public sector.

	Mean	Std. Deviation	N
Planning on development of Productivity of selected Organizations >	4.08	1.200	194
	4.14	1.183	194

Correlations

M	Planning	Productivity of the of selected organizations
	Pearson correlation	1
	Sig. (2-tailed)	.920"
Planning on development of Productivity of the Selected organizations	N	194
	Sig. (2-tailed)	.000
Employees on productivity of the selected organizations	N	194

**Correlation is significant at the 0.05 level (2-tailed).

H02: Employee Training has no significant effect on the productivity of the selected organizations in Nigeria.

	Mean	Std. Deviation	N
Planning	4.08	1.200	194
Productivity	4.08	1.200	194

Correlation

	Employee Training	Productivity
	Pearson correlation	1
	Sig. (2-tailed)	.706"
Employees Training on productivity of the selected organizations	N	194
	Pearson correlation	.706
Productivity	Sig. (2-tailed)	.000
	N	194

Source; SPSS 20

H02: Employee training has no significant effect on the productivity of the selected organizations in Nigerian public sector. This was investigated with the aid of Pearson Product moment Correlation (r). The Pearson product moment correlation coefficient (r) in the study is $0.706 = 70.6\%$. This connotes a positive and significant relationship at 0.05 level of significance. Therefore, pending other statistical evidence, I reject null hypothesis and accept the alternate hypothesis that employees training has significance and positive effect on the productivity of the selected organizations in Nigerian public sector.

3.13 Summary of Key Findings

The key findings of the study include:

1. There is significant impact of manpower planning on development of productivity of the selected organizations in Nigeria public sector.
2. Employee training has significant and positive effect on the productivity of the selected organizations in Nigerian.

4.1 CONCLUSION

In this research paper, one should understand that, it is very natural that the continual positive development of any business owes to effective planning. Making all the necessary preparations and appropriate arrangement proactively based upon what is expected to happen in the future and performing a series of tasks and activities accordingly in an organized, systematic and capable way is one of the important functions of management which needs effective planning process. It is through the process of proper planning as well as designing an effective organizational structure by assigning an assortment of possibilities of the concerned employees.

Business organizations may accomplish their set of objectives, the concept of right place and at the right time is essentially to a business as it includes a wide and comprehensive range of activities in relation to focuses on the effective utilization of existing human elements as well as fulfilling future needs of manpower in the organization whenever the situations necessitate. Manpower planning is an ongoing process of determining manpower needs and the means and ways to meet these needs in order to carry out the integrated plan of the organization through a systematic set of procedures.

From the research study, it is evident that there is no significant effect of manpower development on organizational cost efficiency. The study identified that manpower planning and forecasting have significant impact on development of organizational productivity.

4.2 RECOMMENDATIONS

Based on the findings of this research study, the researcher is able to make the following recommendations:

- i. Nigerian organizations should make policies that will enhance their organizational performance or productivity and reduce their cost efficiency
- ii. Adequate manpower planning methods should be adopted in Nigerian public sector in order to enhance their productivity.
- iii. Nigerian organizations should regularly train their staff, this will help enhance their productivity.
- iv. Nigerian organizations should make proper recruitment and selection policies that will help for employing qualified staff in the organizations.

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