



**ASSESSMENT OF MANPOWER PLANNING STRATEGIES ON EMPLOYEE PERFORMANCE IN AWKA SOUTH LOCAL GOVERNMENT AREA, ANAMBRA STATE**

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**ABSTRACT:** *This study assessed the impact of manpower planning strategies on employee performance in Awka South Local Government Area, Anambra State, Nigeria. Effective manpower planning is essential for organizations to optimize employee performance, productivity, and overall efficiency. Despite its importance, local governments in Nigeria face challenges such as overstaffing, poor skill mix, and inefficient resource utilization, which hinder employee performance. This research aims to identify the manpower planning strategies used in Awka South Local Government Area and examine the effect of staff promotion on employee commitment. Using a descriptive survey research design, data were collected from 332 employees through questionnaires. The study found that while manpower planning strategies are generally perceived positively, there is a need for improvement in aligning job descriptions with organizational goals and regular reviews. Conversely, staff promotion practices were perceived negatively, with issues of merit-based promotions and transparency significantly affecting employee commitment. The study concludes that enhancing manpower planning and reforming promotion practices can significantly improve employee performance and organizational effectiveness in the local government area.*

**KEYWORDS:** Manpower planning, Employee performance, Local government, Staff promotion, Public sector.



## BACKGROUND TO THE STUDY

Manpower planning is a fundamental component of human resource management that ensures organizations have the right people with the right skills, knowledge, and competencies to achieve their objectives (Nwichi & Chukwuka, 2017). Effective manpower planning strategies are essential for organizations to optimize employee performance, improve productivity, and enhance overall organizational efficiency (Okon, Akpanim & Malachy, 2022; Obi, 2015). Awka South Local Government Area in Anambra State, Nigeria, is a growing urban center with a rapidly increasing population (Onuoha, 2020). Local governments in Nigeria are responsible for providing essential public services, including healthcare, education, sanitation, recreational facilities, pipe borne water and infrastructure development (Nwokike, Ananti & Okonkwo, 2021). To deliver these services effectively, the local government relies on a large workforce of employees, which comprises employees from various departments and units with diverse skills and competencies. Despite the importance of manpower planning, many organizations in Nigeria, including the Local Government Area in Anambra state, face challenges in optimizing employee performance (Madubueze, Ananti, Onyekwelu & Okpalibekwe, 2015). The local government system is often characterized with over staffing, poor skill mix, and inefficient utilization of human resources (Abdullahi & Chikaji, 2017). These challenges can lead to poor employee performance, low productivity, and decreased organizational effectiveness.

Several studies have highlighted the significance of manpower training and development in improving employee performance and organizational effectiveness. For instance, a study by Bankole, Akinroluyo, Idigo and Ezeude (2023) found that skills, knowledge, and attitude significantly enhance work quality and interpersonal dynamics at Millennium Ltd Awka. Similarly, Abasili, Chioke and Udeoba (2023) emphasized the importance of workforce quality, employee development, and well-being in governmental entities like the Ekwusigo local government council for organizational success. Ekwealor (2023) pointed out the importance of non-politicized recruitment, skills acquisition, and staff motivation, advocating for strategic manpower planning to ensure competent and motivated employees are in the right positions. Madubueze, Ananti, Onyekwelu and Okpalibekwe (2015) found that aligning training with organizational needs, selecting employees based on merit, and effectively deploying trained personnel significantly enhance organizational performance in Ayamelum Local Government Area. Nweke and Chukwuemeka (2020) highlighted the detrimental effects of inadequate training on service quality in the Anambra State Civil Service Commission, advocating for fair training selection and rigorous performance assessments.

Mbamalu and Ewuim (2021) found that reward systems and training initiatives significantly affect employee motivation and job satisfaction in the Anambra State Ministry of Agriculture. Finally, Ohaeri and Chukwu (2016) demonstrated that staff training substantially improves employee performance and service delivery in the Enugu State Local Government Service Commission, recommending increased investment in employee training as a valuable long-term asset. The need to address these challenges and improve employee performance in the Awka South Local Government Area has necessitated this study. The study aims to investigate the assessment of manpower planning strategies on employee performance in the local government area, with the ultimate goal of identifying effective strategies for improving employee performance and organizational effectiveness.



## **Statement of the Problem**

The effectiveness of manpower planning strategies is crucial for the optimization of employee performance in any organization (Nwichi & Chukwuka, 2017). However, in the Awka South Local Government Area of Anambra State, there appears to be a disconnect between the manpower planning strategies implemented and the actual performance outcomes of employees. This misalignment has potentially led to inefficiencies, decreased productivity, and overall inefficient performance within the local government workforce. The challenge is further compounded by issues such as inadequate training, poor resource allocation, use of caretaker committee, lack of clear performance metrics, and insufficient employee motivation. This study seeks to assess the current manpower planning strategies employed in Awka South Local Government Area, identify the specific challenges faced, and propose solutions to enhance employee performance.

## **Objective**

The objectives of this study are:

1. To identify the manpower planning strategies used in Awka South Local Government Area; and
2. To ascertain the effect of staff promotion on employee commitment in Awka South Local Government Area.

## **Research Questions**

This study aims to answer the following research questions:

- i. What manpower planning strategies are currently used in Awka South Local Government Area?
- ii. Does staff promotion have a significant impact on employee commitment in Awka South Local Government Area?

## **LITERATURE REVIEW**

### **Concept of Manpower Planning and Employee Performance**

Bartholomew (2013) defines manpower planning as the process of analyzing and addressing the quantitative aspects of the supply and demand for employees within an organization or a specific labor market. This involves examining the number of people available for work, the number of jobs available, and the skills and qualifications required for those jobs. Manpower planning can be applied at various levels, including the entire working population of a country, a specific company or firm, or a particular profession or industry. According to Bartholomew, manpower planning has been most effective when applied to smaller, more homogeneous systems, such as individual firms or professions, where the labor market is more defined and manageable. The key aspects of manpower planning include forecasting labor demand, assessing labor supply, identifying labor gaps, and developing strategies to address these gaps, such as recruitment, training, and retention programs. Effective manpower planning enables organizations to ensure adequate staffing levels, reduce labor costs, improve productivity,



enhance employee engagement and retention, and inform HR and business strategy. By adopting a systematic approach to manpower planning, organizations can better manage their workforce and achieve their goals.

According to Ibrahim (2023), manpower planning is a vital strategic tool that enables organizations to optimize their workforce and achieve their objectives efficiently. By adopting a proactive approach to manpower planning, organizations can ensure that they have the right people with the right skills in the right positions at the right time. This enables them to respond effectively to changing circumstances, capitalize on new opportunities, and mitigate potential risks. The primary objective of manpower planning is to ensure the continuous and proper staffing of an organization, which is critical for achieving its goals and maintaining competitiveness. To achieve this, manpower planning involves a comprehensive analysis of various factors, including the levels of skills and competencies within the organization, current and expected vacancies due to various reasons, and current and expected expansions or curtailments in different departments or business units. By analyzing these factors, organizations can identify potential gaps in their workforce and develop strategies to address them. This may involve recruiting new talent, training and developing existing employees, or implementing retention initiatives to minimize turnover. Effective manpower planning enables organizations to build a highly skilled, flexible, and adaptable workforce that can drive business success and sustainability. It helps organizations to stay ahead of the curve, respond to changing market conditions, and achieve their strategic objectives.

Manpower planning is a vital component of an organization's overall strategic planning, essential for its growth and prosperity. It involves forecasting, developing, and managing the optimal use of human resources to achieve business objectives. A business cannot thrive unless it has the right number of employees with the necessary skills, talents, and qualifications at the right time (Mehralizadeh & Nia, 2016). According to Mehralizadeh and Nia (2016), manpower planning aims to achieve two primary objectives: to utilize the present employees fully and to fill up future manpower requirements. This involves maximizing the productivity and efficiency of the existing workforce, ensuring that each employee is utilized to their full potential, while also identifying and preparing for future human resource needs, enabling the organization to respond to changing demands and opportunities. Effective manpower planning brings numerous benefits, including improved productivity and efficiency, enhanced employee engagement and motivation, better decision-making and strategic planning, increased competitiveness and adaptability, and reduced labor costs and turnover rates. By recognizing the importance of manpower planning, organizations can ensure they have the right people, with the right skills, at the right time, to drive business

As aptly noted by Szabó, Ml̄kva, Vaňová and Marková (2017), employee performance is the cornerstone of a company's success and competitiveness in the market. In today's fast-paced business landscape, the quality of human resources, effective management, and precise measurement and performance assessment are crucial for a company's survival and growth. Employee assessment plays a vital role in this process, as it not only evaluates individual performance but also fuels employee development, motivation, and growth, while providing invaluable insights for informed decision-making. Employee assessment is a multifaceted tool that drives employee performance and growth, informs strategic business decisions, enhances employee engagement and motivation, fosters a culture of continuous improvement, and supports the development of a high-performing workforce. By prioritizing employee



assessment and development, companies can unlock the full potential of their workforce, gain a competitive edge, and achieve sustainable success in an ever-evolving market landscape. According to Gitongu et al. (2016, cited in Dahkoul, 2018), employee performance stands out as a pivotal factor in driving organizational success. In today's dynamic and competitive business landscape, organizations must prioritize the growth and development of their employees to stay ahead of the curve. Learning organizations, in particular, play a vital role in fostering a culture of continuous improvement, innovation, and excellence by providing targeted training and development opportunities for their employees. By investing in employee growth and development, learning organizations can boost employee engagement and motivation, enhance employee skills and knowledge, encourage creativity and innovation, improve overall organizational performance and productivity, and gain a competitive edge in the market. In essence, employee performance is the engine that drives organizational success, and learning organizations that prioritize employee development are better positioned to achieve their goals and thrive in an ever-changing business environment.

Harter et al. (2002) state that employee performance is deeply rooted in their internal satisfaction with their job and the organization. When employees feel content and fulfilled in their roles, they are more likely to be motivated, engaged, and committed to achieving organizational goals. Job satisfaction is the spark that ignites the fire of employee performance, driving them to go above and beyond in their work. When employees are satisfied with their jobs, they feel a sense of purpose and meaning, are motivated to excel, and build positive relationships with colleagues and customers. They are more resilient in the face of challenges and are more likely to be engaged and committed to the organization. Conversely, dissatisfaction can lead to disengagement, demotivation, and turnover, ultimately hindering organizational success. By prioritizing employee satisfaction, organizations can create a positive work environment that fosters growth, innovation, and excellence, leading to improved employee performance and achievement of organizational goals.

### **Review of Empirical Literature**

Research on how organizations plan, develop, and train their workforce, especially in Nigeria, provides a deep understanding into how these aspects improve employee performance and organizational efficiency. By examining various studies conducted by researchers like Bankole, Akinroluyo, Idigo and Ezeude (2023), Abasili, Chioke and Udeoba (2023), Ekwealor (2023), Madubueze, Ananti, Onyekwelu and Okpalibekwe (2015), Nweke and Chukwuemeka (2020), Mbamalu and Ewuim (2021), and Ohaeri and Chukwu (2016), we uncover the secrets to successful manpower planning and development, including the best strategies, common pitfalls, and effective solutions. These studies shed light on the different approaches organizations take to plan and develop their workforce, considering factors unique to the Nigerian context. They highlighted the importance of investing in training and development programmes to enhance employee skills and performance. Moreover, they outlined the challenges organizations face in implementing effective manpower planning, such as limited resources and changing market demands. By bringing together findings from multiple studies, we gain a deeper understanding of how manpower planning and development impact organizational success. This research serves as a valuable guide for policymakers, HR practitioners, and business leaders in Nigeria, empowering them to make informed decisions, optimize their workforce, and thrive in a dynamic business environment.





Bankole, Akinroluyo, Idigo and Ezeude (2023) examined the pivotal role of manpower training and development in bolstering employee performance, specifically within the context of Millennium Ltd Awka. Through their meticulous survey research, they uncover compelling evidence demonstrating the significant influence of skills, knowledge, and attitude on work quality and interpersonal dynamics within the organization. Their findings underscore the imperative for organizations to continually monitor performance metrics and strategically intervene to optimize employee effectiveness.

Abasili, Chioke and Udeoba (2023) conducted a study that provided valuable findings on effective employee training strategies, particularly in governmental entities like the Ekwusigo local government council. Their research highlighted the complex nature of organizational performance enhancement, emphasizing the importance of developing a high-quality workforce, promoting employee development, and prioritizing employee well-being. The authors recommend implementing these strategies as essential drivers of organizational success.

Ekwealor (2023) conducted a comprehensive and in-depth examination of the fundamental principles underlying manpower planning, emphasizing crucial factors such as personnel selection, skills acquisition, and staff motivation. By clarifying the complex relationship between these elements, the scholar highlighted the importance of developing a competent workforce through non-politicized recruitment processes and regular training initiatives, which are essential for organizational success. This study underscored the need for organizations to adopt a strategic approach to manpower planning, one that prioritizes the development of employees' skills and knowledge, fosters a motivated and engaged workforce, and ensures that the right people are in the right positions to drive organizational performance.

Madubueze, Ananti, Onyekwelu and Okpalibekwe (2015) investigated the complexities of manpower development and utilization within Nigeria's local government system, providing valuable findings from their in-depth analysis of Ayamelum Local Government Area, Anambra State. The findings indicated a significant need to address the gap between staff training initiatives and actual organizational needs, rectify deficiencies in the merit-based selection process, and ensure the effective deployment of trained personnel to maximize organizational performance. The study's results highlighted the importance of aligning training programmes with organizational objectives, selecting employees based on merit and competence, and deploying staff to roles that leverage their skills and expertise. By addressing these issues, local governments in Nigeria can improve their capacity to deliver public services effectively and efficiently.

Nweke and Chukwuemeka (2020) conducted a study examining the transformative impact of capacity building on service delivery within the Anambra State Civil Service Commission. Their research highlighted the detrimental effects of inadequate training on service quality, including decreased productivity, inefficient service delivery, and diminished public trust. The scholars emphasized the need for measures to combat favoritism in training selection processes, conduct rigorous performance assessments post-training, and foster greater employee participation in training programs to bolster service delivery outcomes. They argued that these measures are essential for enhancing the capacity of civil servants to deliver high-quality services to the public, promote good governance, and drive sustainable development (Nweke & Chukwuemeka, 2020).



Mbamalu and Ewuim (2021) investigated the relationship between human resource management practices and employee performance within the Anambra State Ministry of Agriculture. The authors found that reward systems and training initiatives have a profound impact on employee effectiveness, influencing their motivation, job satisfaction, and commitment to organizational goals. They advocated for the implementation of robust reward mechanisms to incentivize and motivate employees, including monetary and non-monetary rewards, recognition, and career advancement opportunities. By aligning human resource management practices with organizational objectives, the Ministry can improve employee performance, drive organizational success, and enhance the delivery of agricultural services to the public (Mbamalu & Ewuim, 2021).

Ohaeri and Chukwu (2016) studied the relationship between manpower development and employee service delivery in the Enugu State Local Government Service Commission. The researchers collected data from both primary and secondary sources, presenting the findings in tables and analyzing them using percentages and frequency tables. They formulated and tested hypotheses using the Chi-square method, discovering that staff training significantly improves employee performance in Awka-South Local Government Area. The study revealed that management makes efforts to ensure adequate staff training, and that staff training has a substantial impact on the output and service delivery of Enugu State Local Government staff. Based on these findings, the authors recommended that training needs should be considered in light of overall organizational objectives, with the goals of the organization determining the training programs to be organized for staff. They also suggested that the management of Awka-South Local Government Area should invest more in training, as investing in employees is akin to investing in a valuable asset that appreciates over time.

### **Theoretical Underpinning**

This research adopted Human Capital Theory (HCT). It posits that human resources, such as employees, are a valuable asset to an organization, and investing in their development and well-being can lead to improved productivity, efficiency, and overall organizational performance. Almendarez (2011) stated that human capital theory highlighted the significance of education in enhancing the productivity and efficiency of workers by augmenting their cognitive abilities, which are a culmination of innate talents and deliberate investments in human development. This theory posits that education fosters the growth of economically productive human capabilities, leading to a more skilled and proficient workforce. According to Wuttaphany (2017), the value of Human Capital Theory is widely accepted in order to increase organizational performance, as an organization relies on employees' skills, knowledge, and abilities as a key concept of value creation. This is because employees' skills and knowledge are essential for creating and delivering products and services, driving innovation, and solving problems. A highly skilled and knowledgeable workforce provides a competitive advantage, enabling organizations to adapt to changing market conditions and stay ahead of competitors. Employees' creative ideas and entrepreneurial spirit are crucial for driving innovation, developing new products and services, and identifying new business opportunities. Furthermore, employees' abilities and expertise directly impact productivity and efficiency, enabling organizations to achieve more with less and improve overall performance. A skilled and knowledgeable workforce also enables organizations to adapt quickly to changing circumstances, navigate challenges, and build resilience. By recognizing the value of Human Capital Theory, organizations can prioritize investing in their employees' skills, knowledge,



and abilities, leading to increased organizational performance, productivity, and success. The concept of Human Capital Theory can be traced back to the 18th century, but it gained significant attention in the 1950s and 1960s. The theory was formally introduced by Jacob Mincer in 1958 and further developed by Gary Becker in the 1960s.

In the context of "Assessment of Manpower Planning Strategies on Employee Performance in Awka South Local Government Area, Anambra State," Human Capital Theory can be applied as follows: The theory suggests that investing in employee training, education, and development can lead to improved employee performance and productivity. HCT posits that employees who feel invested in are more likely to be motivated and engaged, leading to improved performance and reduced turnover. The theory emphasizes the importance of effective manpower planning strategies, such as talent acquisition, retention, and succession planning, to optimize employee performance and organizational success.

## RESEARCH METHODOLOGY

The researcher employed a descriptive survey research design for this study. The research focused on Awka South LGA in Anambra State, created in 1991. The study used a combination of primary and secondary data sources. Primary data were collected through personal questionnaire responses, while secondary data were gathered from textbooks, periodicals, journals, and online sources. The researcher used questionnaires as the data collection method, employing hand delivery and collection to ensure a high response rate. The population of this study consisted of 2,532 individuals, comprising all personnel of Awka South Local Government Area. This included all categories of staff, from civil servants to support staff, working in various departments and units of the local government administration. This population represented the entire workforce of Awka South Local Government Area. To determine the sample size, the researchers used Taro Yamane formula:

The Taro Yamane formula is:

$$n = N / (1 + N(e^2))$$

Where:

n = sample size

N = population size (2,532)

e = margin of error (as a decimal)

Let's assume a margin of error of 5% (0.05) and a confidence level of 95% (which is typical).

Plugging in the values, we get:

$$n = 2,532 / (1 + 2,532(0.05^2))$$

$$n = 2,532 / (1 + 2,532(0.0025))$$

$$n = 2,532 / (1 + 6.33)$$

$$n = 2,532 / 7.33$$

$$n \approx 346$$

So, the recommended sample size is approximately 346.





The researcher ensured the reliability of the questionnaire by using the test-retest technique, which involved administering the same questionnaire to the same respondents twice. The consistent responses indicated that the instrument was reliable. Additionally, the researcher ensured the validity of the questionnaire by having it reviewed and validated by experts in the Department of Public Administration at Nnamdi Azikiwe University, Awka, including the researcher's supervisor. This validation process confirmed the instrument's validity. A total of 346 questionnaires were distributed to potential respondents. Out of the 346 distributed questionnaires, 332 were returned valid. The response rate for this survey is approximately 96% (332/346). We used basic statistical tools (mean and standard deviation) to analyze the answers from the questionnaire, helping us understand the research questions better

For decision on research questions, mean item rating that fell below 3.00 was taken as disagreement and any mean rating of 3.00 or above was taken to indicate agreement.

### Data Analysis on Research Question 1: Manpower Planning Strategies Used in Awka South Local Government Area

S/N	Statement	SA	A	U	D	SD	$\sum fx$	N	Mean (X)	Decision
1	Our department uses a comprehensive workforce analysis to identify staffing needs.	105	82	11	69	65	1089	332	3.28	Accept
2	Job descriptions and specifications are regularly reviewed and updated in our department.	98	92	3	61	78	1067	332	3.21	Accept
3	Our department has a clear succession planning process in place.	110	87	6	48	81	1093	332	3.29	Accept
4	Training and development programmes are provided to enhance employee skills and knowledge.	86	116	7	56	67	1094	332	3.29	Accept
5	Our department's manpower planning strategies are aligned with the organization's goals and objectives.	101	97	4	43	87	1078	332	3.25	Accept
	Grand Total of Mean Score (X)								3.26	

Source: Field Survey, 2024

The above table is based on a survey of 332 respondents in Awka South Local Government Area, focusing on manpower planning strategies. The mean scores for all statements are above 3.0, indicating a generally positive response. Statement 1 (comprehensive workforce analysis) and Statement 3 (succession planning) have the highest mean scores (3.28 and 3.29, respectively), indicating strong agreement. Statement 2 (regular review of job descriptions) and



Statement 5 (alignment with organizational goals) have moderate mean scores (3.21 and 3.25, respectively). Statement 4 (training and development programs) has the lowest mean score (3.29), still indicating a positive response.

The analysis suggests that the manpower planning strategies in Awka South Local Government Area are generally effective, with a strong focus on workforce analysis, succession planning, and alignment with organizational goals. However, there is room for improvement in areas like regular review of job descriptions and training programs. The overall grand mean score of 3.26 indicates a positive trend.

### Data Analysis on Research Question 2: Staff Promotion and Employee Commitment in Awka South Local Government Area

S/N	Statement	SA	A	U	D	SD	$\Sigma fx$	N	Mean (X)	Decision
1	Staff promotion in our department is based on merit and performance.	49	37	10	116	120	775	332	2.33	Rejected
2	Promotion opportunities are communicated clearly and transparently	37	40	4	112	139	720	332	2.17	Rejected
3	Staff promotion has motivated me to work harder and improve	44	38	2	118	130	744	332	2.24	Rejected
4	The promotion process in our department is free from bias and favoritism.	39	23	5	126	139	693	332	2.09	Rejected
5	Staff promotion has increased my commitment and loyalty	57	37	1	113	124	786	332	2.37	Rejected
	Grand Total of Mean Score (X)								2.24	

**Source:** Field Survey, 2024

The above table is based on a survey of 332 respondents in Awka South Local Government Area, focusing on staff promotion and employee commitment. The mean scores for all statements are below 3.0, indicating a generally negative response. All statements have mean scores below 2.5, indicating a strong disagreement. Statement 4 (promotion process free from bias and favoritism) has the lowest mean score (2.09), indicating a strong negative response. Statement 5 (staff promotion increasing commitment and loyalty) has the highest mean score (2.37), still indicating a negative response.

The analysis suggests that staff promotion and employee commitment in Awka South Local Government Area are areas of concern. The responses indicate that staff promotion is not perceived as being based on merit and performance, promotion opportunities are not communicated clearly, and the promotion process is perceived as biased and unfair. As a result,



staff promotion has not motivated employees to work harder or increased their commitment and loyalty.

## DISCUSSION OF FINDINGS

The findings from the data analysis on manpower planning strategies and staff promotion in Awka South Local Government Area indicate important discoveries about the perceptions and effectiveness of these aspects within the local government.

**Manpower Planning Strategies:** The analysis indicates that the manpower planning strategies employed in Awka South Local Government Area generally receive positive feedback from respondents. The mean scores for all statements related to manpower planning are above 3.0, suggesting a favorable perception. Specifically, there is strong agreement regarding the comprehensive workforce analysis and succession planning process, as indicated by the high mean scores for Statements 1 and 3. This suggests that there is a robust approach to identifying staffing needs and ensuring continuity within the organization. However, there are areas identified for potential improvement. Statements 2 and 5, concerning the regular review of job descriptions and alignment with organizational goals, respectively, have moderate mean scores. This suggests that while these aspects are generally positive, there may be room for enhancement to ensure they are consistently aligned with organizational objectives. On the other hand, the grand mean score of 3.26 indicates a positive trend in manpower planning strategies. This suggests that while the strategies are generally effective, there may still be areas where further refinement and attention are needed to optimize performance and alignment with organizational goals.

**Staff Promotion and Employee Commitment:** In contrast to the positive feedback on manpower planning, the analysis of staff promotion and employee commitment reveals more negative perceptions among respondents. The mean scores for all statements related to staff promotion are below 3.0, indicating a generally negative response. Specifically, all mean scores are below 2.5, suggesting strong disagreement or dissatisfaction. The findings highlighted several areas of concern regarding staff promotion practices. Respondents perceive that promotions are not based on merit and performance, as indicated by the low mean score for Statement 1. Additionally, there is a lack of clarity and transparency in communication about promotion opportunities, as reflected in the low mean score for Statement 2. Moreover, the promotion process is perceived as biased and unfair, as evidenced by the lowest mean score for Statement 4. Despite the generally negative perceptions of staff promotion, Statement 5 regarding the impact of promotion on commitment and loyalty receives the highest mean score among the staff promotion statements. However, even this score falls below 2.5, indicating a negative response. The analysis suggests that there are significant issues with staff promotion practices in Awka South Local Government Area, which may be contributing to low levels of employee commitment and satisfaction. Addressing these issues and improving the transparency, fairness, and alignment of promotion practices with organizational goals could potentially enhance employee morale and commitment within the organization.

While manpower planning strategies are generally perceived positively, there are areas for improvement in terms of alignment with organizational goals. On the other hand, staff



promotion practices require significant attention and improvement to address the identified issues and foster greater employee commitment and satisfaction.

## CONCLUSION

The assessment of manpower planning strategies and their impact on employee performance in Awka South Local Government Area, Anambra State, reveals a mixed landscape of strengths and challenges. The findings indicate that the manpower planning strategies currently employed in Awka South Local Government Area are generally effective and positively perceived. There is robust workforce analysis and succession planning, which contribute to a favorable outlook on manpower planning. However, areas such as the regular review of job descriptions and alignment with organizational goals show room for improvement. The overall positive perception of these strategies suggests that they contribute to employee performance and organizational effectiveness, but there is a need for continuous refinement to maintain and enhance their impact.

In contrast, the staff promotion practices in Awka South Local Government Area are viewed negatively by employees. The study highlights significant concerns regarding the fairness, transparency, and meritocracy of the promotion process. Employees perceive promotions as biased, poorly communicated, and not based on performance, which undermines their motivation and commitment. The low satisfaction with promotion practices suggests a critical area for intervention. Addressing these issues by ensuring a fair, transparent, and merit-based promotion process could significantly enhance employee morale, commitment, and overall performance.

## RECOMMENDATIONS

Based on the findings above, the researchers recommend:

1. The implementation of a structured process for the regular review and update of job descriptions. This should involve periodic consultations with department heads and employees to ensure that job roles are accurately described and aligned with current organizational goals.
2. Development and implementation of a transparent promotion policy that clearly outlines the criteria and process for promotions. Ensure this policy is well-communicated to all employees.



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