
HUMAN RESOURCE PLANNING AND EMPLOYEE PRODUCTIVITY IN NIGERIA PUBLIC ORGANIZATION

Anyadike, Nkechi O.

Department of Public Administration and Local Government, University of Nigeria

ABSTRACT: *Productivity in the Nigerian public organizations have suffered serious decline as researches have shown that productivity has not really improved even with the enormous human resources at their disposition hence the assertion that the importance of human resources cannot be relegated to the background as organizations' greatest asset is a well-planned and managed human resources implies that adequate plan must be put in place for those resources to engender productivity vis-à-vis the effective management of the workforce. This general dissatisfaction has put human resource planning out as the solution to the issue of employee's unproductivity in the Nigerian public organizations. Addressing this issue is the thrust of this paper as it investigates the role of Human Resources Planning (HRP) in ensuring employee productivity in the Nigeria Public Organizations.*

KEYWORDS: Planning, Human Resources, Employee Productivity, Public Organization, Human Resources Development, Human Resource Management.

INTRODUCTION

Inadequacy of Human Resources Planning has been cited as the reason why most public organization today are facing a chaotic situations as they did not at onset plan their workforce, neither did have any systematic human resource (HR) management programme that put the organizations goals first and the decay in the public organizations is evident as the level of frustration is equally high; and the “marketplace” trend of organization is becoming a reality (Goetz, 1989). The cause of this unfortunate development is primarily a lack of human resource planning. If not, what else can explain the sharp increase in workers strength as soon as any new chief executive emerges.

For instance, in departmental organizations like ministries, four directors are found in one obscure room doing nothing and other junior workers are satisfied to find a place under the mango trees located around the premises (Onah, 2008). The importance of planning human resources in a public organization cannot be over-emphasized. Human resource planning refers to the evaluation and identification of human resource requirements of the activities that are planned in order to meet socio-economic goals of the society (Dunn and Stephen, 1972:2). Effective human resource planning therefore implies that sufficient manpower, with the right mixture of talent, is available in appropriate locations, performing their jobs when needed. Human resources planning therefore provide direction, reduce uncertainty, and minimize waste and sets standards. Therefore, according to Yesufu (2006) no activities can be done without

planning; just as nothing can be done in any organization without first determining the organization's human resource needs.

RESEARCH METHODOLOGY

Data for this paper were derived from secondary sources: previous research and analysis of scholars, government documents, newspaper/magazines as well as journal articles that are related to the subject. This study involved an extensive literature review which critically analyzed the present status, problems and prospects of human resource planning as part of the roadmap to employee productivity in Nigeria public enterprises.

REVIEW OF RELEVANT LITERATURE ON PLANNING, HUMAN RESOURCE PLANNING AND EMPLOYEE PRODUCTIVITY

The term planning is used in so many different ways that there is often confusion about what people actually mean when they talk about planning or when they use the words such plans and planner. Moreover, many of its uses are so broad that the basic elements of planning are difficult to identify, and it cannot easily be distinguished from related activities such as policy-making or plan implementation. It was partly this confusion which led one writer on the subject to title his article, "if planning is everything, maybe it's nothing" (wildavsky, 1973).

Conyers and Hill (1984) defined planning as a continuous process which involves decisions or choices about alternative ways of using available resources, with the aim of achieving particular goals at some time in the future. According to Nyerere (1969), planning involves making decisions about which of a number of courses of action to adopt in order words, making choices. He further emphasized that, it is not possible to provide everything for everybody at once and that the plan represented the result of process of choosing which thing should be given priority attention. Planning, he said; means choosing between many desirable activities because not everything can be done at once (Nyerere 1969).

Planning involves deciding what should be done, how it should be done and when it should be done in determining organizational goals and the means of achieving those goals of the organization (Williams, 2000). Planning therefore helps to ensures that individuals working together in an organization understand the purpose of their organized effort and the task ahead of them. Thus, it helps people within the organization to know what is expected of them. "Unless there is planning events are left to chance; its core importance resides in its ability to minimize risk while taking advantage of business opportunities" (Koontz et al, 1981).

As regards manpower, planning entails taking care of current and future manpower needs of the organization (Frantzeh, 1981). There is a close link between manpower planning and strategic organizational planning. This is because for effective manpower plan, there must be a reliable input or information as regards the future direction of the organization in respect of the type of activities it would be involved in the future, the type of skills required. Thus, human resource planning is sometime called manpower planning. Other term used are personnel planning and employment planning (Koontz et al, 1981). Therefore, human resource planning is the process

for determining and assuring that the organization will have an adequate number of qualified persons available at the proper time, performing jobs which meet the needs of the organization and which provide satisfaction for the individual involved.

Dessler, (2001), opined that human resource planning is an ongoing process that is not static involving many interrelated activities which must be modified and updated as conditions require. It includes the planning and development of human resource program, such as recruitment, performance appraisal, and training to ensure that people's needs in the organization are met. Strictly speaking, we should call this function "human resource planning and action programming." Furthermore, human resource planning requires detailed analysis of the present and the future to ensure that the organization has the right number of people available who possess the right kinds of skills to perform the jobs required by the organization when the work is needed (Izueke, 2009).

The basic for human resource planning is the competitive organizational strategy of the enterprise as a whole. Mathis and Jackson (1977) see human resource planning as the process of analyzing and identifying the need for the availability of human resources so that the organization can meet its objectives. According to Griffin (1977), human resource planning involves assessing trends, forecasting the supply and demand of labour and then developing appropriate strategies for addressing any differences.

Dessler (2001) further sees human resource planning as employment planning which, is the process of formulating plans to fill future openings based on an analysis of the positions that are expected to be open and whether they will be internally or externally. This is why Ogunniyi (1992) in handling the subject says that manpower planning is a concept that involves critical analysis of supply, demand, surplus, shortages, wastage and utilization of human resources whose primary goal is the adoption of policy actions and strategies which will not be stressful and or be a negation of endeavours to balance the equation of supply and demand required for socio-economic and political development of a nation. Human resource planning can generally be seen as activities involving processing people into, through, and out of the workplace. Ferries and Buckley (1996), opined that it has to do with the determination of the number and kinds of personnel the organization needs presently and need in foreseeable future and finding ways to anticipate these needs and satisfying them.

To this end, human resource planning is a management activity that involves a careful analysis of existing workforce, job requirements in other sources and developing people who will run the structures of the evolutionary organization now and in the future in order to ensure the achievement of objectives. Specifically, human resource planning involves analysis of: Workforce inventory (disaggregating it into skilled and unskilled, technical and non-technical etc.); Relating the disaggregated workforce to the job involvements and requirements (e.g student/lecturer ratio, proposed production level and available work-hours); Calculating the required establishment; Determining shortages or surplus of workforce; Taking appropriate management decisions, as it relates manpower/workforce

Thus, human resource planning is a continuous process in order not to take chances. Who is where, in what number and at what time in the organization should always be an alarm for human resource manager. This is because of Fayyol, Henri (1980), asserted that, Scientific human resource planning makes the organizations to acquires the right number of qualified people in the right job at the right time, focuses on corporate goal, utilizes human resource, reduces uncertainty, reduces labour cost, keeps records, maintains good industrial relation, and regularizes in production. Therefore, human resource planning is the most essential for industrial productivity.

The Productivity is the driving force behind an organization's growth and profitability. Productivity is the relationship between output of goods and services of workers of the organization and input of resources, human and non-human, used in the production process. In other words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity (Onah, 2010:171). Productivity has been defined as the measure of how well resources are brought together in organization and utilization for accomplishment of a set result. It is reaching the highest level of performance with the least expenditure of resources (Mali, 1978).

According to Onah (2010:172), productivity is the relationship between output of goods and services and input of resources, human and non-human, used in the production process. In order words, productivity is the ratio of output to input. The higher the numerical value of this ratio, the greater the productivity. Thus, productivity can be applied at any level, whether for individuals, for work unit, for the organization.

Productivity is a measurement or calculation between input and outputs. Inputs are the amount of resources such as human resource, money, time, physical, technological and effort spent working in the organization, while output are the result. If the inputs are equivalent to the outputs, the worker is considered productive. When the employees are productive, they accomplish more in a given amount of time. In turn, efficiency saves their company money in time and labour. When employees are unproductive, they take longer time to complete projects, which cost employee's more money due to the time lost (Ikeanyibe, 2009). The importance of higher productivity of the employees in public enterprise cannot be overemphasized, which include the following; Higher incomes and profit; Higher earnings; Increased supplies of both consumer and capital goods at lower costs and lower prices; Ultimate shorter hours of work and improvements in working and living conditions; Strengthening the general economic foundation of workers (Nwachukwu, 1988).

THE ESSENCE OF HUMAN RESOURCES PLANNING IN AN ORGANIZATION

Human resource planning is the entry point of human resource management concerned with the determination of human resource requirements, job analysis, recruitment, selection and socialization (Mondy and Noe, 2006). Human resource planning is also called 'Personnel planning', 'Employment planning', and 'Manpower planning'. Human resource planning is the process of determining an organization's human resource needs. It is important factor in human

resource management programs because it ensures the right person at right place, at right time. It helps the organization to achieve overall strategic objective.

According to Goetz (1989), human resource planning is the process of assessing the organization's human resource needs in light of organizational goals and making plans to ensure that a competent, stable work force is employed. It systematically forecasts an organization's future supply of, and demand for, employees. Human resource planning is the process by which an organization ensures that it has right number and kinds of people at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives (DeCenzo and Robbins, 2005). It is the analysis of future personnel requirement.

According to Khadka (2009) human resource planning must be linked to the overall strategy of the organization. It evaluates human resource requirements in advance keeping the organizational objectives, operation schedules, and demand fluctuation in the background. Thus, human resource planning should be future-oriented, system-oriented, and goal directed. According to him it reduces uncertainty, develops human resource, improves labour relations, utilizes human resource and controls human resource. Forecasting human resource requirements, effective management of change, realizing organizational goals, promoting employees and effective utilization of human resource are the main objectives of human resource planning.

Harbison (1973) asserted that, human resource planning consists of various activities. The main are as follows: (i) forecasting human resource requirements, either in terms of mathematical projections of trends in the economic environment and development in industry or in terms of judgment estimates based upon the specific future plans of a company, (ii) making an inventory of present human resources and assessing the extent to which these resources are employed optimally, (iii) anticipating human resource problems by projecting present resources into the future and comparing them with the forecasts of requirements to determine their adequacy, both quantitatively and qualitatively, and (iv) planning the necessary programs of requirements, selection, training and development, utilization, transfer promotion, motivation, and compensation to ensure that future human resource requirements that are properly met.

Henri (1980) asserted that, Scientific human resource planning makes the organizations to acquire the right number of qualified people in the right job at the right time, focuses on corporate goal, utilizes human resource, reduces uncertainty, reduces labour cost, keeps records, maintains good industrial relation, and regularizes in production. Therefore, human resource planning is the most essential for industrial productivity. The main aims of this paper are to assess planning, human resources planning and employee's productivity. It will also look at the relationship between human resource planning and strategic planning, to identify the approaches and process of human resource planning, and to analyze the essential of human resource planning for industrial productivity and problems of human resource planning in public enterprises (Barney, 1995:52). This paper is basically concerned with essential of human resource planning for organizational effectiveness and industrial productivity.

OBJECTIVES OF HUMAN RESOURCE PLANNING

The objectives of human resource planning in every organization are ensuring the optimum use of human resources currently employed and providing for future human resources need as regards skills, numbers and ages. This entails ensuring that the organization at all times has the right number of personnel, with the right level of skills in the right jobs at the right time and that these personnel are performing the right activities for the attainment of organizational objectives (Ubeku, 1983:63). However, the central objective of human resource planning in organization is to construct a strategy of human resources development consistent with the organization's broader aims of economic development.

As a plan, human resource planning seeks to define the ends and means to achieving the overall organizational goal which include the following:

- ✿ Attracting the number of people required with the appropriate skills, expertise and competencies deficit in people.
- ✿ Development in a well trained and flexible workforce, thus contributing to the organization's ability to adapt to an uncertain and changing environment.
- ✿ Reducing dependence on external recruitment when key skills are in short supply by formulating relation, as well as employee development strategies.
- ✿ Improving the utilization of people by introducing more flexible system of work (Armstrong, 2004:366).
- ✿ Manpower planning establishes standard and control for human resource management and this makes adaptation to future rational.
- ✿ Anticipating the problems of potential surpluses or deficits of people (Ikeanyibe, 2009).

APPROACHES TO HUMAN RESOURCE PLANNING

Human resource planning as a process, determines organization's human resources needs with three specific approaches such as; quantitative approach, qualitative approach, and mixed approach (Frantzreb, 1981).

Quantitative Approach: gives focus on the required numbers of employees rather than personal aspect of individual which is why it is regarded as the traditional approach hence it is management driven also known as top-down approach. It is the foundation of Human Resource Management Information System (HRMIS), Demand Forecasting Technique (DFT), and Work Study Technique (WST).

Explicatively, the Human resource management information system gives information about name, post, qualification, experience, remuneration and allowance, performance and updated human resource inventory. Computerized Human Resource Management Information System facilitates in formulation of human resource planning; while Demand Forecasting Technique (DFT) utilizes Trend analysis, mathematical models, economic model, Markov analysis, etc. as major demand forecasting techniques; and Work Study Technique (WST) determines the work standard of employees using observation, interview, diary, etc.

Qualitative Approach: is employee-driven also known as bottom-up approach that focuses on the personal aspect of individual rather than required numbers of employees. Qualitative approach of human resource planning is mainly concerned with matching organizational needs

with employee needs; remuneration and incentive plans; recruitment, selection, development of employees; career planning; promotion and transfer; employees safety, welfare and working environment; motivational activities, and maintenance.

Mixed Approach: combines the quantitative and quantitative approaches to strike a balance between both approaches. This approach of human resource planning produces better result because it is combined form of qualitative and quantitative approaches.

NEED FOR EFFECTIVE HUMAN RESOURCE PLANNING

The importance of systematic and comprehensive manpower planning has been recognized only in recent years. Traditionally, management assumed that it could always obtain the personnel it required whenever it needed them. For the most part, public organizations did not engage in formal human resource planning (Wallace, 1983). A company may be able to get by with such a casual approach if it is small, changes little and the skills it employs are relatively simple. The following reasons are why public organizations should carry on systematic human resource planning;

- ♣ **Future Personnel Needs:** Planning is vital for determining personnel needs for the future.
- ♣ **To Cope with future Change:** Human resource planning enables the enterprise to cope with changes in competitive forces, markets, technology, products, and government regulations. Such changes often generate changes in job content, skill demands, number and type of personnel required.
- ♣ **High Talent Personnel Requirement:** The mix of personnel employed in a great many organizations has shifted toward the high talent occupations, managerial and professional personnel. There is often a scarcity of high talent people. The time required to hire and develop such personnel is long. Much effort has to be devoted to long range career development, counseling, planned work assignments, and appropriate rewards. With many different, highly specialized, technical persons employed in the modern complex organization, and with these people performing functions that are highly interdependent, the organization becomes vulnerable if any shortage of talent occurs. Hence, planning is necessary to prevent shortage. Furthermore, technological change often up-grades some jobs and degrades others.
- ♣ **Strategic Planning Essence:** The modern competitive enterprise engages in strategic planning. Top management evaluates the environment in which the organization operates, assesses the strengths and weaknesses of the enterprise, sets objectives and determines programs for implementation. Human resource planning is an essential component of strategic planning.
- ♣ **Equal Employment Opportunity Policy:** The federal government's equal employment opportunity and affirmative action regulations mandate that employer meet agreed goals for the employment and upgrading of protected categories of people in their work force. Affirmative action programs must be implemented and monitored in regard to hiring, placement, training, compensation, and advancement.
- ♣ **Government Contracts:** Thousands of companies and non-profit organization sell products and services to the government. To bid for Federal government contracts, a firm must supply detailed information on its manpower resources. To be competitive, it must plan for and develop appropriate human resources.

- ♣ **Foundation for Personnel Functions:** Personnel planning provides essential information for designing and implementing personnel functions such as recruitment, selection, personnel movement (transfers, promotions, layoffs), and training and personnel development (Dale, 2004:184)

RELATIONSHIP BETWEEN HUMAN RESOURCE PLANNING AND EMPLOYEE PRODUCTIVITY

The importance of increasing productivity is one of the most critical goals in business and Human resource planning is very essential for the achievement and attainment of this productivity (Armstrong, 1992:121).therefore, there is a relationship between Human Resource Planning and Employee Productivity whose importance and significance resides in Ubeku (1983) identified activities that enhance managerial effectiveness that engenders employee productivity:

- ✦ **Acquisition of Best Human Resources:** Human resource planning determines future human resource requirements in an organization. The main objective of Human resource planning is to manage right person at right place at right time. Beyond this, it is concerned to job analysis, recruitment, selection, and socialization. Therefore, human resource planning is essential for employee productivity.
- ✦ **Focusing on Corporate Goal:** Human resource planning is goal directed. It gives focus on corporate goal. Human resource goals are linked to overall strategic goal of organization. Such linkage helps to promote better co-ordination, easy implementation, and effective control. Therefore, human resource planning is essential for productivity.
- ✦ **Optimal Utilization of Human Resources:** Human resource planning helps to proper utilization of human resource in an organization. It facilitates in motivation, performance appraisal, and compensation management. And it also identifies surplus or unutilized human resource. So, human resource planning is essential for productivity.
- ✦ **Human Resources development:** Human resource planning determines the numbers and the qualification of employees. Recruitment, selection, placement, and socialization are done scientifically. It also provides adequate time and place for seminar, workshop, training and development and other career development programs to the development of human resource for productivity.
- ✦ **Effective Reduction of Uncertainty:** Environmental factors like economic, political-legal, social-cultural, and technological can create uncertainty. Human resource planning reduces such uncertainty by forecasting future human resource. It matches demand and supply of human resource. It also develops recruitment, selection, placement, and socialization basis after studying and analyzing such environmental factors. This is very essential for productivity.
- ✦ **Reduction of Labour Cost:** Human resource planning reduces labor cost, which minimizes cost of production and product price. Labour cost can be reduced by utilizing available labour force effectively. Reduction in labour cost promotes competition ability of organization. Thus, human resource planning is also essential for productivity.
- ✦ **Regularity of Production:** Human resource planning ensures regularity in production. It determines right person at right job. It also facilitates to provide motivational incentives and development opportunities. This creates regular working environment. Therefore, human resource planning is essential for productivity.

- ✦ **Maintenance of Excellent Industrial Relation:** Human resource planning maintains good labour relations. It is very important to achieve overall corporate objectives. It provides qualified, competent, and motivated personnel to promote labour or industrial relations in an organization. Thus, human resource planning is very essential for productivity.
- ✦ **Avid Records keeping:** Human resource planning keeps records of human resources.
- ✦ Records are kept of all activities of human resource like recruitment, selection, placement, promotion, performance appraisal, compensation, benefits, rewards, punishment, and so on. Such records facilitate human resource management to take right decision about employees.
- ✦ **Effectual Human Resources Control:** Human resource planning controls human resources. It determines the numbers and kinds of employees. It also controls unnecessary recruitment, selection and placement. There will be no room for nepotism and favourism. Therefore, human resource planning is important in human resource management.

STRATEGIC PLANNING AND HUMAN RESOURCE PLANNING IN PUBLIC ORGANISATIONS; THE NEXUS

Strategic planning is the process by which top management determines overall organizational purposes and objectives and how they are to be achieved (Mondy and Noe, 2006) which uses the SWOT analysis approach to it assesses the opportunities and threats in external environment as well as the strengths and weaknesses in internal environment while Human resource planning systematically reviews the human resource requirements of the organization to ensure that there is the right man at the right place, at the right time. This function is what made Heneman and Sal-Seitzer (1972) to opine that human resource planning plays an important role in achieving the organizations' strategic objective. This function therefore, is the nexus between strategic planning and human resource planning.

Thus, while strategic planning scans environment using different forecasting tools and identifies its strengths, weaknesses, opportunities and threats, Human resource planning manages qualified, experienced, competent and motivated employees to utilize those strengths and opportunities to overcome the weaknesses of and threats to the public organization . This is why Ogunniyi (1992) observed that there is close relationship between strategic planning and human resource planning. Hence strategic planning determines corporate strategic objectives and human resource planning provides required human resource to achieve these objectives. Thus far, strategic planning and human resource planning are positively related. The relationship can be explained in two ways: The follower relationship, and partner relationship.

Follower Relationship: Strategic plan is corporate level plan. It consists of all organizational plans including human resource plan. Human resource planning helps in the achievement of corporate plan. Human resource planning is always based on strategic planning. Human Resource planning cannot be formulated without strategic planning, and strategic planning cannot be achieved without human resource planning. There is hierarchical relationship or follower relationship between strategic planning and human resource planning.

Partner Relationship: also known as equal or parallel relationship. Strategic planning and human resource planning have partnership relationship between them such that while Human

resource planning act as a partner to accomplish the organizations' strategic planning, which is why it is necessary that Human resource management provides a partner role to human resource planning in the formulation of corporate strategic plans. The essence is to identify human resource needed to achieve corporate goals, and link human resource plan with corporate strategic plans.

BARRIERS TO EFFECTIVE HUMAN RESOURCE PLANNING

One serious problem confronting public organizations' human resource managers is the most effective method of matching people with job which is what spurred that assertion that Human resource planning is not an easy process. The following are some of the barriers of human resource planning in achieving employee productivity:

- ❏ Absence of productivity-oriented working culture and mechanisms to encourage labour productivity
- ❏ High cost of skilled labour, and training.
- ❏ The low level of computer literacy couple with the unstable power supply in this era of computer-based organization structuring, hence without strong information base, human resource planning becomes a tortuous assignment.
- ❏ Lack of the willingness to recognize special talents in the formal education systems and to encourage their development in specialized environments.
- ❏ Poor record keeping constraining human resource planning; even though human resource planning is not necessarily numerical estimation or list forecasting of the workforce, record keeping is the hub of human resource planning.
- ❏ Career guidance is not a mandatory element before the students leave schools after secondary education.
- ❏ Limitations in the available systems for accreditation of training institutions, preventing the training programmes on offer to meet job market needs and international standards.

IMPROVING PRODUCTIVITY IN THE PUBLIC SERVICE THROUGH EFFECTIVE HUMAN RESOURCE MANAGEMENT

The possible actions that may be taken to improve productivity in public organization are many. Some of them which draw attention and emphasize the role of the workers in productivity include;

- ❏ Incentivization and motivation of workers base on their needs.
- ❏ Systematically, training and developing of the workforce based on training needs of the organization
- ❏ Introduction of management decision support system and participatory management.
- ❏ Liberalization of Information Flow and Management to ensure Regular participation of workers in decision making of the organization by using the feedback mechanism effectively.
- ❏ Improving the data base of the organization to ensure Adequate of data for effective organizational planning and decision making.
- ❏ Improved organizational technologies especially in the area of communication or ICT.
- ❏ Improved communication and interpersonal relationship
- ❏ Human resource outsourcing .
- ❏ Institutionalizing effective labour management relations.

The following indicate above discuss policies and strategies to address the problems and issues highlighted as barriers to effective human resource planning. Policies will be worked out to help in the generation of employment opportunities and development of the human resource base of the country (Frank, 1974). Examples would include measures like easy access to funds, assistance to achieve technological advancement, product diversification and productivity enhancement and training and re-training programmes to build up workers' skills and productive capacity.

RECOMMENDATIONS

Following the identified problems of human resource planning in engendering employee productivity and the possible actions put forward, the following recommendations becomes imperative.

1. Public organization should embrace human resource planning if employee productivity must be ensured;
2. Human resources planning in the public organizations must be matched with the organizations' strategic planning to enable for enhanced employee productivity
3. Nigerian public organizations should learn to embrace human resources outsourcing as a trend in human resource management as it is believed to ensure productivity in the organizations

CONCLUSION

Planning is essential for productivity and organizational effectiveness and efficiency because it acquires best human resources, focuses on corporate goal, utilizes human resources, develops human resources, reduces uncertainty and labour cost, regularizes production, maintains good industrial relation, keeps records, and controls human resources.

Human resource planning must be linked with the organizational strategic plan as this is the only way to make manpower planning effective since it aims at not just ensuring that people are in the right place, at the right time and in the right number, but that they are also ready to adapt appropriately to different activities for future manpower needs. It is therefore never late for changes in the modus operandi of the organization hence a never ending process which utilizes matching human resources to its demand and supply for effectiveness and efficiency in achieving the overall organization goals. This is in lieu of the fact that the major goal of human resource management is productivity as all the functions and activities of human resource management are directed towards achieving high productivity (Oguonu, 2007) which improves when managers emphasize quality over quantity, break down barriers and empower their employees. Contemporarily, Managers, Chief Executives and Heads are advised to use reward systems, employee involvement, teamwork and excellent interpersonal relationship to secure high productivity in their various organizations. Howbeit, it is the ability of an organization to align her human resource management policies and practices with the overall organizational goals that the needed productivity can be assured.

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