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Human Resources Planning and Corporate Performance in the Electricity Distribution Company in Nigeria

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Abstract

For any organizational to the able to thrive well in this present time, its human resource department must be very effective. The study looked at the relationship between human resource planning and corporate performance, a case study of Jos Electricity Distribution Company (JED) Makurdi field office. The study examined human resource planning as the independent variable and corporate performance was the dependent variable whose measures are efficiency, growth and effectiveness. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered structured questionnaire. The population for the study is eighty-seven (87) staff of Jos Electricity Distribution Company (JED). The sample for the study was 72 which was gotten from Krejcie and Morgan Table. The tests were carried out at a 0.05 significance level. Findings from the study revealed that there is a significant positive relationship between human resource planning and corporate performance in the JED Makurdi field office. There was also a positive significant relationship between human resource planning and efficiency and effectives of JED Makurdi office. The study concludes that human resource planning has a positive and significant relationship with corporate Performance in the Jos Electricity Distribution Company, JED Makurdi Field. The study recommends that the management of the JED, Makurdi field office need to ensure the human resource planning is tailored towards enhancing employee productivity, retention and general performance.

Keywords: *Corporate Performance, Efficiency, Effectiveness and Human Resources Planning*

1.0 Introduction

Businesses face tremendous pressure to be both efficient and productive in highly competitive situations. Making sure that employees are operating at their highest level of performance at all times gives most organizations a competitive advantage. Workers who are content in their positions have a bond with the firm, are honored to work for it, and endorse its goals and guiding ideals. These employees perform well and are highly productive as a result. Unsatisfied workers display characteristics like low output, absenteeism, and high employee turnover. According to Buchanan and Huczynski (2019), the organization bears a heavy cost for these attributes.

Human resource planning is a popular topic and a common practice utilized by many firms in the modern day. This is in line with the notion that people are an organization's most valuable asset and that they should be carefully planned out. After all, people are the business's lifeblood and the embodiment of the knowledge, skills, experience, and talents that companies use to practically actualize their goals, objectives, missions, and visions. Since an organization's capabilities cannot be effectively and efficiently made viable without the human capital that coordinates other production factors, human resource planning is therefore required to maximize job performance in support of their employer's strategic goals (Wilton, 2019).

The objective of human resource planning, according to Stone, Cox, and Gavin (2020), will always be to identify, develop, and retain talent while also making sure that the workforce is in accordance with the company's goals an d is an important member of the team.

It may also entail human resource forecasting, an inventory of current human resource resources, the projection of current resource availability into the future, and the planning of the necessary programs for recruitment, selection , training, and development in order to adequately meet future requirements for human resources. According to Mahapatro (2022), human resource planning ensures that an organization's workforce levels are sufficient, qualified, and competent to achieve its goals by linking human resources to its needs and strategic plan. The requirement for competency has raised the importance of managing people at work, especially when it comes to planning and managing their careers (Bals, Schulze, Kelly & Stek, 2019).

The governments of Africa work together to support socioeconomic growth. As a result, many of the public sector reform measures that have been put into action have placed a strong emphasis on organizing, creating, and managing the human resource function. Due to an oversized public service, Ghana implemented a code of conduct for civil servants in 1996 along with a high flyer program designed to identify young officers for particular training (Pierskalla, 2022). The Medium-Term Expenditure Framework (MTEF), the segregation of policy making from implementation, and the computerization of employment records are all products of South Africa's bloated civil service (Muthuramu, 2018).

In order to control and rationalize hiring, end stagnation, link staff development to their career advancement, and meet organizational skill requirements, it was necessary to institutionalize HRP in the public sector as part of the Civil Service reforms (Charalampous, Grant, Tramontano & Michailidis, 2019). Additionally, each Ministry, Department, and Agency (MDA) was required to create strategic human resource plans. All government departments and organizations are required under the HRP process rules to gather and analyze data on open jobs in order to develop strategic human resource plans.

As a result, a Ministry of Power with a strong HRP will be able to coordinate its staff, organizational goals, and corporate development plans. This can only be done if the Ministry of Health has a strong HRP procedure in place. HRP significantly affects company performance, according to surveys done in both developed and developing countries (Alshammari, 2020).In light of the aforementioned, the purpose of this study is to ascertain how performance at the Jos Electricity Distribution field office in Makurdi is related to HR planning.

This study would provide answers to the following research questions:

i. What is the relationship between human resource planning and efficiency in the Jos Electricity Distribution, Makurdi field office?

ii. What is the relationship between human resource planning and growth in the Jos Electricity Distribution, Makurdi field office?

iii. What is the relationship between human resource planning and effectiveness in the Jos Electricity Distribution, Makurdi field office?

HO1: There is no significant relationship between human resource planning and efficiency in the Jos Electricity Distribution, Makurdi field office.

HO2: There is no significant relationship between human resource planning and growth in the Jos Electricity Distribution, Makurdi field office.

HO3: There is no significant relationship between human resource planning and effectiveness in the Jos Electricity Distribution, Makurdi field office.

2.0 Literature Review

2.1 Concept of Human Resource Planning

According to Rao and Min (2018), a resource is anything that is readily available, while a human is what a man is. Planning, in the words of Morrison, Ross, Morrison, and Kalman (2019), is figuring out the best possible path of action to reach the intended objectives. Stated differently, the general well-being of a company is contingent upon the presence of well-defined goals, targets, and objectives that are designed to optimize and employ its human capital. Planning is an intentional social or organizational activity that entails determining the best course of action for the future in order to achieve desired goals and come up with innovative solutions to difficult challenges, according to Soliman, Anchor, and Taylor (2019). Most firms use planning processes that outline the tasks that need to be done within a specific amount of time, as well as the type and number of human resources that will be used to accomplish these tasks. We refer to this procedure as human resource planning. In a similar vein to how human resource strategies, plans, and initiatives implemented to close gaps in hiring, staffing, training, and career advancement support the ability of the organization to realize its goals for business, vision, and purpose.

Human capital investments have been guided by theories of human capital, which examine the conditions under which these kinds of investments are profitable. Nguyen (2020) defines human capital theory as the entirety of an organization's, country's, or economy's stock of human capital. Fix (2018) defines human capital as the attributes that a person offers to a job, such as intelligence, a positive outlook on life, a satisfying work energy, dependability, and commitment. The economy will expand more quickly if it has a better foundation in human capital. Thus, the human capital hypothesis focuses on the immediate financial returns on investments made in human capital.

2.3 Corporate Performance

Performance is an organization's ability to use its resources within the company in an effective and efficient way to meet its objectives (Al Karim, 2019). (2019, Al Karim). Corporate objectives differ according to the reason behind their creation. Businesses have three main goals, just like industrial companies: profit, growth, and survival. Corporate performance includes setting organizational objectives, monitoring progress toward those goals, and making the required modifications to fulfill those goals more successfully and economically (Adubasim, Unaam, & Ejo-Orusa, 2018). The gap between an organization's expected outputs (also known as goals and objectives) and actual outputs or results is known as corporate performance. Corporate productivity and effectiveness are linked to each other. It is a contextual notion associated with the phenomenon being studied. (Adubasim & Odunayo, 2019). Management style has the greatest impact on corporate success, with employees' appropriate and proactive involvement in accomplishing the organization's strategic goals following closely after. In all aspects of the organization's operations, strategic goals are achieved through the development and acquisition of new information in addition to following predetermined plans and procedures. Certain firms concentrate on their customer interactions with the aim of enhancing customer satisfaction and retention by gaining a better understanding of their requirements and desires. Other companies will focus on their products (constantly creating new concepts and bringing them to market fast). According to Aguinis and Glavas (2019), the third category of businesses is mostly concerned with internal operations, which include cost-cutting, greater productivity, and the sharing of best practices among divisions. In any case, corporate performance is expressed through a range of evident outcomes, such as higher sales, enhanced productivity, efficiency, and return on investment, among others. An institution or organization's success in achieving its goals is measured by a corporate performance index (George, Walker & Monster, 2019). Another definition of corporate performance is a tool that, by taking specific standards and objectives into consideration, improves organizational, team, and individual outcomes. It is evident that people make a significant effort to meet expectations when they are aware of them and actively participate in creating them (Ronnie & Philip, 2021).

2.4 Measures of Corporate Performance

2.4.1 Effectiveness

Organizational effectiveness is a broad notion that is difficult to measure. Bryson (2018) asserts that the concept of business effectiveness is so illusive that there isn't a single definition for it. This could be the result of the notion having an excessive number of criteria and definitions. Corporate effectiveness was described by (Elsa, Utami, and Nugroho, 2018) as an attribute of an organization that is ascertained by contrasting the entity's current state with its ideal state. He asserts that a business can function effectively or ineffectively. Successful individuals who collaborate successfully create the cornerstone of successful businesses. Zero (2020). Numerous metrics can be used to assess corporate effectiveness. Maheshwari (1980) asserts that corporate performance is a multifaceted notion for which there is no universal agreement on the salient elements that ought to serve as the foundation for the analysis.

According to Jamal, Anwar, Khan, and Saleem (2021), effective businesses are productive, flexible, and stress-free for the entire workforce. This viewpoint is supported by (Schlesinger & Nagel, 2018) who thought an organization had achievement, voluntarism, integration, and stability. He views a stable organization as one that accomplishes its goals. Bowen & Fincher (2018); Doz (2020); Elsa, Utami, and Nugroho (2018); and Success entails more than just providing effective support for the writers' viewpoints. It entails contributing significantly to the long-term interests of the shareholders through value addition. Effective individuals who function well in groups are the foundation of effective organizations, according to Bryson (2018). Corporate effectiveness can be measured using a variety of factors. Vo and Arato (2020) had a similar opinion, stating that business performance is a multifaceted term with conflicting views on which elements are important and ought to serve as the foundation for the research.

2.4.2 Growth

Many definitions of corporate growth have been proposed in the literature; nonetheless, corporate growth can mean different things to different kinds of organizations, and there are a variety of metrics that can be used by business entities to assess its growth, given that adding value to a company's operations is the aim of most of them (Hunt, Prince, Dixon-Fyle & Yee, 2018). According to Hendri (2019), growth is a phenomenon that an organization expects to attain over time in terms of efficiency and effectiveness. increase, therefore, is a sign of the ingenuity of a company's workforce and may be quantified in terms of earnings, market share increase, product development, sales, and asset expansion. Unit costs of production will decrease as a business expands, but in the process, businesses will gain from strong economies of scale, higher purchasing power, the capacity to withstand inflation, high revenue turnover, and elevated status for corporate staff.

Additionally, it is stated that organizations grow through a variety of stages during their business life cycle: from the stage of entering the market to the stage of survival, moving on to the stage of optimization, and ultimately declining and passing on their skills and knowledge to firms that are still in business (Mosca, Gianecchini & Campagnolo, 2021). Public and private organizations alike fight for existence on a global scale. While conglomerates work tirelessly to rebrand and grow their market share, small businesses aim to raise their revenue (Welch, 2022). According to Shapiro (2018) and Schoemaker, Heaton, and Teece (2018), corporate growth can be used as a benchmark to assess a company's performance in terms of sales volume, revenue growth, product innovation, and market share relative to other companies in the same industry.

2.4.3 Efficiency

According to Luttenberger (2020), efficiency is the ability to do tasks with the least amount of waste or resources. Measures including waste minimization, cost minimization, and time minimization are included. For any company, time and speed are valuable resources that should be considered as having the goal of maximizing speed and minimizing time. An organization's productivity and efficiency can be determined by the way they handle this. Since Taylor's introduction of scientific management, which resulted in efficient management, speed and time have been the fundamental components of time and motion studies. They provide advantages over competitors. Following corporate governance guidelines is a necessary but not sufficient requirement for success. Additionally, making the incorrect decisions (such as having an inefficient audit committee or a lack of independence among leaders) will hinder an organization's performance; yet, this is also not a sign of success or failure.

Organization efficiency questions include: Does the organization identify and focus on key issues and risks facing the organization, rather than just a long list of them? Can the organization take initiative and deal with crises and emerging issues? How effective is the organization at dispatching businesses (including through organization committees in and between meetings) and following up on decisions? Here, "time" refers to the amount of time needed to complete an activity. Both of these sincere inquiries are decisions. Ascertaining whether the organization has addressed the appropriate concerns, how successfully it has handled them, and whether issues remain unresolved typically requires a lengthy period of time. As a result, ineffective succession planning and a lack of investment in modern technology are as related to poor performance as effective personnel management and system expenditure. Organizations can be extremely beneficial in spotting hazards that an executive director alone may have missed because they are perhaps too focused on the problems at hand (Adim, Ibekwe & Akintokumbo, 2018). Here, a history of addressing important issues as they come up is insufficient, which is why there are two questions instead of one. The ability to take charge, handle emergencies, and recognize problems outside of regular operations is a critical distinction between an effective and a bearable organization. Meeting organizational objectives is excluded as a performance indicator for the same reason—it carries the risk of being overly introspective and accepting things as they are.

Human Resource Planning and Corporate Performance

Corporate performance is defined as the specific output or production that a company achieves and is determined by comparing its anticipated productivity to its intended objectives (Shirey, 2008). Because a range of HRP actions are implemented that are likely to improve the achievement of organizational goals, companies that have adopted HRP outperform those that have not in terms of output (David, 2001). HRP provides a framework to guarantee management, organizational activities, and careful decision-making, all the way from goal- and objective-setting to the establishment of a basis for measuring corporate performance (Shirey, 2008; Green & Downes, 2005; Arasa & K'Obonyo, 2012).

According to Boxall (2000), HRP helps companies establish a road or course to pursue in order to achieve their intended goals and objectives, which in turn directs employees along that path. Consequently, HRP serves as a road map for achieving the organization's primary goals and directs the organizational discovery of those goals. Additionally, HRP procedures use a systematic, logical, and pragmatic method to develop an organization's recruitment and selection strategy. In addition to outlining organizational opportunities and hazards, HRP provides a framework for wise decision-making. HRP makes it easier to perform in an efficient and reliable manner (Wernerfelt, 1984). By making sure that employees have the different skills and knowledge that the company needs, HRP allows firms to invest in the upbringing and development of their workforce (Becker & Gerhart, 1996). According to Dienemann (2005), HR planning can be used to promote employee transformation. However, the extent to which it is employed and the methods employed rely on how much the leadership understands that success is dependent on the needs of the business going forward and how they plan to ensure that the duty is fulfilled (Campbell, 2000).

Theoretical Framework

According to this hypothesis, employee performance is directly impacted by HRM practices. Schult first proposed it in 1961, and Becker developed it in 1994. It argues that workers have a stock of productive capital because they have a set of abilities that they have learned and developed via education and training. Employers and employees alike gain from investing in the development of human capital. The pay scale should provide a fair return on investment for each party. A company's human capital is a significant part of its market worth. There is a case to be made for measuring the effectiveness and influence of HR practices as well as for utilizing employee value assessments as the foundation for HRM strategy. The organization will concentrate its attention on what needs to be done to find, keep, develop, and make the best use of its human capital as a result of the process of identifying measures and gathering and analyzing information related to them.

Measurements can be used to monitor the advancement of strategic HR goals and evaluate the overall efficacy of HR procedures (Kapoor & Sherif, 2012). The distinctive characteristic of the human capital theory is the application of metrics to guide a management strategy that sees people as assets and affirms that strategic acquisitions in those assets can yield competitive advantage through employee engagement and retention, talent management, and learning and development programs.

2.5 Empirical Review

The results of Mwashila's (2018) study show that career development initiatives such as job orientation, training, career progression, and mentorship are successful since they raise employee performance in Kenya's public universities. The research conducted by López-Fernández, Romero Fernández, and Aust (2018) indicates that human resources planning has a significant role in fostering impartiality, fairness, and objectivity in job performance. Consequently, employee human resources development greatly promotes job performance. Because human resources development plans can be implemented in an organization without taking into consideration the interests of anyone, the explanation for this opinion is not improbable.

According to Hmoud and Laszlo (2019), the goal of skill acquisition and conceptual agenda is meant to be accomplished through the fairness of the HRD program. It promotes rational decision-making and renders decision-making objective. His study's findings thus demonstrate the beneficial effects of career growth and training on worker performance. This indicates that employee performance is valued at 98.5% and that training and career development rise when other conditions remain constant.

In his research, Obiekwe (2018) comes to the conclusion that in order for an organization to survive in the global marketplace, it must cultivate and hold onto highly qualified, talented, and driven workers in order to advance quality, cost, consciousness, and productivity. However, it is undeniable that career development and human resource planning are the two main pillars upon which the organization is built.

In his research on the factors contributing to the delayed implementation of performance management among nongovernmental organizations in Nairobi, Kamau (2021) discovered that performance contracts and performance planning have received a lot of attention, while training and performance monitoring have received less. Al-Jedaia and Mehrez, (2020), in his study on the survey of preferred methods, rate and uses of performance appraisals by employees in selected tertiary public institutions in Nairobi found out that while all respondents had the full knowledge and understanding of performance management, the only important parts in the components was planning and contracts. They acknowledged that performance management training is necessary.

In a study conducted by Ambiyo (2018), the heads of departments within the organization were the target respondents for a case study design involving 15 respondents who were interviewed using an interview guide. The study examined the relationship between the performance management system and organizational performance at the Standard Chartered Bank Kenya Limited. The results show that the performance of the bank has benefited greatly from the implementation of the performance management system. The success of the company is influenced by the practices that the bank has implemented, such as goal-setting, feedback-sharing, performance evaluation, staff rewards, and employee discipline. The study conducted by Murphy, Torres, Ingram, and Hutchinson (2018) is supported by this finding. The results of his study on the perceived social and psychological effects of performance appraisal in a subset of international donor organizations in Kenya showed that, by encouraging a positive attitude toward donor relations, performance appraisal had a positive impact on the international donor organizations.

3.0 Methodology

The study's data collection method was a cross-sectional survey. The entire staff of the JED office in Makurdi makes up the study's population. The target population for this study consisted of eight seven (87) employees who were obtained from the organization. The table created by Krejcie and Morgan (1970) was used to calculate the sample size for a given population. According to the table, 72 is the appropriate sample size for our demographic. The sample procedure for this investigation will be the simple random sampling technique. Descriptive statistics and Spearman's rank correlation were used for data analysis and hypothesis testing with the assistance of the SPSS Package version 23.

4.0 Data Analysis and Results

4.1 Two-variable Analysis

The two-variable hypotheses, Ho1, Ho2, and Ho3, which were all expressed in the null form, were included in the hypothesis test. We employed the Spearman Rank (rho) statistic to carry out the analysis. The likelihood of accepting or rejecting the null hypotheses at ($p>0.05$) is set at the 0.05 significance level.

Table 1: Correlation Matrix showing Relationship between Human Resources Planning and Corporate Performance

CORPORATE PERFORMANCE	EFFICIENCY	GROWTH	EFFECTIVENESS			
SPEARMAN'S RHO	Corporate Performance	Correlation Coefficient	1.000	.852**	.945**	.911**
SIG. (2-TAILED)	.	.000	.000	.000		
N	63	63	63	63		
EFFICIENCY	Correlation Coefficient	.852**	1.000	.730**	.665**	
SIG. (2-TAILED)	.000	.	.000	.000		
N	63	63	63	63		
GROWTH	Correlation Coefficient	.945**	.730**	1.000	.819**	
SIG. (2-TAILED)	.000	.000	.	.000		
N	63	63	63	63		
EFFECTIVENESS	Correlation Coefficient	.911**	.665**	.819**	1.000	
SIG. (2-TAILED)	.000	.000	.000	.		
N	63	63	63	63		
****. CORRELATION IS SIGNIFICANT AT THE 0.01 LEVEL (2-TAILED).**						

Source: Research Data, 2022 (SPSS output, version 23.0)

The table shows the test for the three previously postulated bivariate hypothetical statements.

Ho1: There is no significant relationship between human resource planning and efficiency in the Jos Electricity Distribution, Makurdi field office.

The correlation coefficient 0.852 shows that there is a strong and positive relationship between human resource planning and efficiency. The p value 0.000<0.05 indicates that the relationship is significant. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, there is a significant relationship between human resource planning and efficiency in the Jos Electricity Distribution, Makurdi field office.

Ho2: There is no significant relationship between human resource planning and growth in the Jos Electricity Distribution, Makurdi field office.

The correlation coefficient 0. 945 shows that there is a positive but weak relationship between human resource planning and growth. The p value 0.000<0.05 indicates that the relationship is positive but weak. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, there is a significant relationship between human resource planning and growth in the Jos Electricity Distribution, Makurdi field office.

Ho3: There is no significant relationship between human resource planning and effectiveness in the Jos Electricity Distribution, Makurdi field office.

The correlation coefficient 0. 911 shows that there is a positive but weak relationship between human resource planning and effectiveness. The p value 0.000<0.05 indicates that the relationship is positive but weak. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, there is a significant relationship between human resource planning and effectiveness in the Jos Electricity Distribution, Makurdi field office.

4.2 Discussion of Findings

In the Jos Electricity Distribution, Makurdi field office, the data showed a strong and positive significant relationship between corporate performance and human resources planning using the Spearman's rank order correlation tool with a 95% confidence range. The results of this study showed a high correlation between corporate performance metrics (efficiency, growth, and effectiveness) and human resources strategy. This conclusion was supported by Nguyen's (2020) research, which found that career development programs including training, job orientation, career promotion, and mentorship are dependable because they improve employee performance in public institutions. Similarly, Kamau's (2021) research indicates that human resources planning has a major influence on promoting objectivity, justice, and impartiality in job performance. Therefore, staff development in human resources promotes job performance to a considerable amount. This opinion can be justified because human resources development initiatives can be implemented in an organization without taking into account the needs of any individual.

Moreover, Bryson (2018) pointed out that the goal of the fairness of human resources development program is to accomplish the conceptual agenda and skill acquisition aim. It promotes rational decision-making and renders decision-making objective. His study's findings thus demonstrate the beneficial effects of career growth and training on worker performance. This indicates that employee performance is valued at 98.5% and that training and career development rise when other conditions remain constant In a similar vein, Vo and Arato (2020) conclude in their research that in order for an organization to survive global competition, it must cultivate and maintain a workforce of talented, skilled, and driven individuals in order to increase productivity, quality, cost, and consciousness. However, there is little question that career development and human resource planning are the two essential pillars upon which the organization is built.

Mwashila (2018) discovered that performance contracts and performance planning have received a lot of attention while performance monitoring and training have received less in his investigation into the factors influencing the delayed adoption of performance management among non-governmental organizations operating in Nairobi. Obiekwe (2018) found that although all respondents had a thorough understanding of performance management, contracts and planning were the only significant components. This was in his study on the preferred methods, rate, and uses of performance appraisals by employees in selected tertiary public institutions in Nairobi. They acknowledged that performance management training is necessary.

5.0 Conclusion and Recommendations

There is a growing need on the part of most public bodies to do more with less. Public complaints about government waste and lack of outcomes focus are a sign of the public's desire for high-quality services at reasonable costs. Because human resource planning and management is a collaborative, team-based management approach, it improves planning, programming, management effectiveness, efficiency, accountability, and transparency in order to achieve specific goals. As a result, it is one of the most important strategies for a company like Jos Electricity

Distribution (JED), Makurdi office, to continuously meet its goals in a productive and efficient way. Thus, the study comes to the conclusion that there is a connection between corporate performance and human resources planning in the Nigerian power distribution organization.

i. The study makes the following recommendations for management of the JED, Makurdi field office: i. Make sure that human resource planning is focused on improving staff performance, retention, and productivity.
ii. ii. In order to establish regularity and involve all employees in evaluating their work, the board of directors that oversees JED's senior staff should establish standard employee appraisal standards.
iii. iii. The organization's management should continue to improve and maintain the performance development programs, giving special emphasis to those that impart greater knowledge and abilities that will boost workers' productivity within the company.

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