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Human Resource Planning and Organizational Productivity in Manufacturing Firms in Anambra State, Nigeria

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ABSTRACT: The study investigated the effect of human resource planning on organizational productivity in selected manufacturing firms in Anambra State, Nigeria. Three specific objectives were formulated which were to determine the effect of, Training , performance appraisal, talent management and reward management on organizational productivity. Three research questions and four hypotheses were developed in line with the objectives. Relevant literature on human resource planning on organizational productivity were reviewed under the conceptual review, theoretical framework, theoretical exposition and empirical review. The research was anchored on resource based theory. Survey research design was adopted. The population of the study was 1661 employees. The statistical formula devised by Borg and Gall was employed to arrive at a sample size of 299. Pearson moment product correlation method was used to analyze the data. The result of the hypotheses shows that Training , performance appraisal, and talent management all have a significant positive effect on organizational productivity of the firms under study. The study concluded that the contribution that human resource makes to an organization's performance in our present good business atmosphere is a crucial business strategy that must be employed by manufacturing firms in order to improve quality, reduce cost and enhance organizational growth. The study recommended that Management should have a clear and constructive feedback during employee Training and use on-the-job Training to help employees develop the skills they are interested in. It is imperative for manufacturing companies to continuously make sure that performance appraisal process is aligned with the goals and objectives of the organizations and use multiple sources of evaluation such as self-evaluation, peer and evaluation to gain a more comprehensive of an employee's performance.

Keywords: Training, Performance Appraisal, Talent Management and Organizational Productivity

INTRODUCTION

The importance of human resource planning in every organization cannot be over emphasized. Every organization requires diverse resources for its growth and development such as human resource, financial resources and technical resources and out of these three, human resource plays the most a core role because it contributes significantly to the strategic management process by providing the means to accomplish the outcomes desired from the planning process (Ivan, et al. 2020). The contribution that human resource makes to an organization's performance and effectiveness has become the subject of much scrutiny in the recent years. Human resourcing is the most crucial and central in contributing to the effectiveness of an organization and has being regarded as one of the most important

sources of today's firms (Wanjiru, et al. 2021). Human resource planning is important because it encourages employers to develop clear and explicit links between their business and HR plans and to integrate the two more effectively therefore allowing better control over staffing costs and numbers employed, and it enables employers to make more informed judgments about the skills and attitude mix in organizations (Wanjiru, et al. 2021). Various authors have viewed human resource management as a specific part of the organization's focus on providing guidance and managing people at work, but the success of organizations depends on the skills and level of competence of their staff. Although, few authors have argued that competent skill and manpower can only be obtained when recruitment, selection and other human resources planning activities are in place such as employee motivation, rewards, safety management and Training (Darren, 2015 in AL-Riyam, 2019). Farman (2013) in AL-Riyam (2019) emphasizes that human resources management is a process that goes beyond the mere recruitment of a certain number of people based on organizational needs and covers various aspects of staff management within the organization that focus on the design of staff entitlements, staff recruitment, Training , performance appraisal and remuneration, and benefit.

In recent times, human resource management is considering one of the most important tools for all HR specialists and to gain high performance and achievement. In past HRM there was not much value that employees treated as labor only, and then managers realized that byproper management of staff they can gain efficient control on staffing progress (Afzal, 2013). Hassan (2003) in Anya et al. (2017) states that failure to properly articulate and implement the three fundamental functions of human resource planning which include labor forecast, managing demand for employees and available supply in market and keep a balance between labor supply and demand predictions will pose a great problem to oil firms in terms of cost and expertise (skilled personnel) thereby reducing their competitiveness. Therefore, in order to gain competitive advantage over the competitors, different advantageous ways are found out using strategic human resource functions, thus showing that these functions play a critical role in making a company competitive.

Human resource planning if not systematically carried out cannot bring to equilibrium demand and supply of manpower in organizations. Organizational productivity is an indicator of the prosperity and sustainability of the businesses as well as their owners and firms' performance has become a benchmark for successful business rankings especially in service-oriented enterprises. Nevertheless, organizational performance cannot be effectively achieved if the organization fails to recruit the right human resource that will carry out organizational objectives (Edeh, et al, 2020). Organization is an embodiment of divergent processes such as human resource planning, human resource recruitment and selection, professional development, performance appraisal/evaluation, retirement and compensation and "the focus of HRP is to ensure that the organization has got the right number of human resources, with the right capabilities, at the right times, and in the right places (Chioke, et al. 2020).

Today manufacturing firms in Anambra State must take human resource planning seriously as it is one of the core aspect of organizational success and competitiveness. Biswajeet (2010) in Edeh, et al. (2020) argued that when human resource planning fails, every other human resource management practices are bound to fail and this is caused by the human resource manager's inability to identify the right employees who will occupy a particular job position within the organization. Their

competence, age, education as well as beliefs must conform and be synchronized with the organization's vision and mission. In planning for human resources, organizations should pay attention to different issues and criteria depending upon the nature of the industry in which they operate. Organizations have increasingly acknowledged the fact that the company's human resources are valuable and can be a unique source for competitive advantage, no wonder most companies have to pay dearly in terms of organizational performance for neglecting the fundamental principles of effective human resources planning.

Through planning, organizational goals and objectives are determine and the resources available must be utilized as part of the strategies to achieve the organizational goals and objectives (Chioke, et al. 2020). It is essential to conduct human resource planning (HRP) since hiring the wrong employees or failure to anticipate fluctuations in hiring needs could be costly in the long run. Although several researches have been conducted over the decade as it relates to human resource planning and organizational productivity. Despite these numbers of studies, little empirical studies exist on human resources planning in manufacturing firms on developing countries especially in Nigeria. On this premise, this research examines human resource planning and organizational productivity in the fourteen selected manufacturing firms in Anambra State, Nigeria.

Statement of the Problem

In recent times, manufacturing organizations are required to identify the number of employees it requires in terms of high quality and quantity; hence it seen as an ongoing process of regular and structured planning. Some organizations found it difficult to successfully deal with forecasting labour demands, recruiting employees, arranging and carrying out Training , labour turnover, absenteeism, technological changes and market up-downs. Organizations failure to properly articulate and implement the three fundamental functions of human resource planning which include labor forecast, managing demand for employees and available supply in market and keep a balance between labor supply and demand predictions will pose a great problem to manufacturing firms in terms of cost and expertise (skilled personnel) thereby reducing their competitiveness. Manufacturing firms in Anambra State are unable to meet their human resource needs. For instance, the best human resource planning practices lead to high profitability, reasonably productivity, efficiency, job satisfaction and employee turnover among others. There is a problem of inadequate right number of people to carry out the essential duties in the firm. They lack sufficient employees in the organization for production. This is as a result of poor Training , ineffective performance appraisal, and lack of talent management, poor reward management and poor internal communication that have been left unattended to in the organization. Although, effective strategies have been developed to curb shortcomings of the human resource planning in the Nigerian business environment. Manufacturing firms in recent times are still faced with all these challenges. It is against this problems that the study examined human resource planning and organizational productivity of manufacturing firms in Anambra State, Nigeria.

Objectives of the Study

The broad objective of this study investigated the effect of human resource planning and organizational productivity of selected manufacturing firms in Anambra State. The specific objectives of this study therefore are to:

i. Ascertain the effect of Training on organizational productivity in manufacturing firms in Anambra State.

ii. Evaluate the effect of performance appraisal on organizational productivity in manufacturing firms in Anambra State.
iii. Examine the effect of talent management on organizational productivity in manufacturing firms in Anambra State

Hypotheses

The following null hypotheses were formulated to guide this study:

Ho1: Training do not affect organizational productivity in selected manufacturing firms in Anambra State.
Ho2: Performance appraisal do not affect organizational productivity in selected manufacturing firms in Anambra State.
Ho3: Talent management do not affect organizational productivity in selected manufacturing firms in Anambra State.

LITERATURE REVIEW

Conceptual Review

Human Resource Planning

Human resource planning can be seen as the process of identifying current and future needs of the human resource so that an organization may achieve its goals (Reilly, 2003 in Mbonimana, et al. 2021). It is a crucial process in every organization because hiring the wrong employees or failure to anticipate fluctuations in hiring needs could be costly in the long run. Organizations are ubiquitous and none of them can perform optimally without efficient human resources hence the need for human resources planning cannot be underestimated because it aid in the actualization of the organizational objectives (Chioke et al., 2020). Amah (2006) in Edeh, et al. (2020) contended that human resource planning refers to how human resource managers assess the current position of an organization's workforce with reference to what it tends to achieve in the future. Organizations have increasingly acknowledged the fact that the company's human resources are valuable and can be a unique source for competitive advantage, no wonder most companies have to pay dearly in terms of organizational performance for neglecting the fundamental principles of effective human resources planning.

Human resources planning address the workforce issues of a company in advance, as opposed to human resources management, which handles issues once workers are on board. The planning aspects of HR include creating an organization chart, writing job descriptions and their related competency requirements, setting benefits and compensation levels, addressing legal compliance issues, developing employee attraction and retention strategies, creating company policy guides and developing budgets among others (Karyango, 2020). Human resource planning is the core of human resource management. It determines that the right number of people with the right skills, in the right job position at the right time is employed in the organizations. Human resource planning aids organizations to forecast, recruit and retain competent workforce in order to meet the organizational goals. Risk can be defined as estimating the extent to which the actual outcome of an investment decision may vary from the returns or the expected (Anya, et al., 2017). The key to organizational effectiveness is the collective use of human talents for the overall benefit and interests of employees and the organization, taking into account organizational objectives, changing conditions, and making plans to ensure that human resources needs are met. When modern HR practices are implemented in companies, they will invest more in Human Resources, which will lead to high-performance results (Anushka, et al., 2022). One of the objectives of planning is to facilitate organizational effectiveness, so it

must be integrated with the organization's business objectives (Mbonimana, et al., 2021).

Training

Training is defined as any activity designed to facilitate the learning and development of new and existing skills, and to improve the performance of specific tasks or roles. It can also be defined as any organized activity that is aimed at imparting information and /or instructions to improve the recipient's performance to help him or her attain a required level of knowledge or skill. (Jackson and Schuler, 2003 in Mwai, 2011). Effective Training is useful in various ways, for example, playing a vital role in building and maintaining skills, both in individual and organizational level, and thus participates in the process of organizational change (Valle et al., 2000 in Cania, et al., 2016). Employee Training is one of the vital tools that help to enhance effective organizational performance and at the same time helps to promote the stability index of the organization. It is very important for the organization to exert extra efforts and invest much in employee Training if it wants to achieve its objectives in the most economical way (Ali, et al., 2019).Performance Appraisal: Angelo and Robert (2006) in Tersoo, et al., (2018) define performance appraisal as a discrete, formal, organizationally sanctioned event, usually not occurring more frequently than once or twice a year, which has clearly stated performance dimensions and/or criteria that are used in the evaluation process. A Performance Appraisal is a review and discussion of an employee's performance of assigned duties and responsibilities. The appraisal is based on results obtained by the employee in his or her job, not on the employee's personality characteristics (Kanisa, et al., 2017). At the general level, performance appraisal involves the evaluation of an employee's progress or lack of it on the job, and measured in terms of job effectiveness, or productivity (Ugoani, 2020).

Organizational Productivity

Organizational productivity is a commonly used, yet poorly defined concept in industrial and organizational psychology, the branch of psychology that deals with the workplace. Campbell (2013) describes productivity as an organizational level variable. Here, the output refers to the quantity and quality of goods and services generated by the organization and inputs refers to the amount of productive resources such as materials, labour, technologies, energy and time used in the creation of a certain product. It is impossible to overstate the importance of productivity in any business, according to Nwachukwu (2006) in Egbe (2022), because corporations pay millions of naira each year to hire personnel who are most suited for their tasks. An employee's behaviour adds expected value to the organization productivity that is, an employee's behaviour may distinguished as helping or hindering an organization, but outcomes of organizations are rarely measured because it is a combination of many outcomes.

Theoretical Framework

This research was anchored on resource based theory. Resource based view theory was propounded by Penrose (1959). The RBV assumes that a firm uses the strategic resources to exploit the available opportunities and neutralize any threats for the purpose of achieving a competitive advantage over the others. Those advancing this theory believe that any performance by any organization is basically determined by the resources that are found in the organization. The resources used by organizations can be grouped into the physical resources, the human resources, and the organizational resources (Selzinick &Recardo, 2007). Human resources encompass all workers in the organization, all Training s, any experiences acquired, intelligence, skills, competences, knowledge and their unique abilities. According to this

theory, HR is one of its internal resources that if utilized properly have the potential to deliver competitive advantage to the organization. In order for any organization to get the required number of workers to perform any job, there must be a deliberate effort to exercise forecasting. This is the ability of the organization to establish the quantity of future workforce that possesses particular skills and ability needed to enhance development and productivity. For any organization to be able to participate in the international market, it needs established plans to emerge as the preferred employer. HRP adds to an organization's achievement by ensuring the organizations understand the job market as well as its relation to its lack of success. An organization that fails to embrace HRP may be faced with gaps in its authorized establishment. This leads to vacancies in very critical positions. RBV assumes firms should organize all skills in human resources they have and link them to performance based delivery. Through the effective use of HRP, they will be able to ensure proper attraction, development and retention of qualified and experienced staff with desired skills and knowledge. This will give the management a competitive edge over other firms which might be competing for the same category of employees. This will ensure employee retention and curb brain drain as well as employee unrest.

In this study, the theory will be used to assess how human resource planning in manufacturing firms contributes to their overall performance. The theory assumes that possession of rare as well as valuable resources that are difficult to copy can enable a firm to achieve competitive advantage over its competitors (Takeuchi, 2007). In its application to the human resource performance link, the workers are deemed to be similar to other resources in the firm building up a pool of human capital which stimulates desirable behavior that gives a firm competitive advantage (Boxall & Steenveld, 2011).

Empirical Review

Uzochukwu, Nwankwo & Okafor (2023) investigated the effect of reward system on employee productivity in Nigeria hospitality industry. Research design was descriptive survey research. Study Area was Enugu State. Sample size of 378 respondents was drawn from 503 population of the study using Taro Yamane sample technique. The research question was answered with simple percentage, mean and deviation while methods of data presentation are table and simple percentage. The hypotheses were tested with regression analysis comprising student-t statistics. The following are the major findings of the study: the study revealed that sizeable wage and salary reward system has significant effect on employee quality of service delivery in hospitality industry (t-statistics (8.312) > P-value (0.000); the study reveals that retirement benefits reward system has significant effect on employee commitment in hospitality industry (t-statistics (9.491) > P-value (0.000). The study concludes that there was positive and significant effect of reward system on employee productivity in hospitality industry especially in Nike Lake Resort Hotel Enugu Nigeria. The study recommends that managements of Nike Lake Resort Hotel Enugu should ensure that there are regular promotions as at when due in order to further encourage staff to put in their very bests to their jobs which will in turn have a positive effect on performance of the hospitality industry.

Barinua & Ezeogu (2022) examined the relationship between performance appraisal system and organizational effectiveness. The objective of the study was to ascertain how dimensions of performance appraisal system such as management by objective and behaviourally anchored rating scale enhance organizational effectiveness via internal process approach and strategic constituencies approach. The method involved in the study was the use of extant literature on the subject matter and

qualitative content analysis. The study established that performance appraisal system enhances the organizational effectiveness. The study concluded that the concept of performance appraisal system as used in this work can help management of organizations better understand how to deal with performance issues among individual and group setting, thus enhancing firm effectiveness while conducting business. The paper recommends that management of organizations should create an enabling environment were opportunities for self-appraisal or self-evaluation. We also recommend that further research conducted to gain more insight on organizational effectiveness approaches, because it is a large concept.

Mgbemena, Enetanya, Nsofor & Ogbogu (2022) examined the effect of talent management and organization performance in pharmaceutical companies in Anambra State, Nigeria. The study adopted survey research design. Talent retention, Training and talent attraction were employed as the explanatory variables while employee performance as dependent variable. The study adopted survey research design. The population of the study comprise of the Staff of the selected manufacturing firms South- South, Nigeria 1800. Sample size of 353 respondents was selected for the study using Borg and Gall (1973) formula. Questionnaire was employed as the main instrument of data collection. The data generated were analyzed using frequency, percentage analysis, and multiple regression analysis. The study found that talent retention has a significant influence on employee productivity; Performance management systems has a significant effect on employee productivity; Training and development has a significant influence on employee productivity and; talent attraction has a significant effect on employee productivity. The study concludes that talent management has a significant effect on employee productivity. The study therefore recommends that management establish talent retention strategies and make them known to all employees.

Said, Halim, Manaf, Adenan (2022) determined the impact of Training and development on organizational performance in order to figure out how the Training and development (on-the- job Training , off-the-job Training , job rotation) can impact organizational performance. The study has been conducted at three selected departments in a government office, which are Management Services, Corporate, and Human Resources Management. The quantitative approach has been adopted, in which a questionnaire has been used to collect and analyze data. 103 questionnaires have been distributed by using Google Form to respondents and returned to the researchers with complete information. The reliability and validity have been checked by using the SPSS and the results have been evaluated. The findings indicate that all three hypotheses are accepted.

Odunayo (2022) investigates effect of organizational reward system on employee performance in selected hotels in Lagos Metropolis, Nigeria. The objective was to establish effect of organizational reward system (Recognition, Employee Development, and Benefits) on employee performance (contextual performance, counterproductive behaviour, and adaptive behaviour) in selected hotels in Lagos Metropolis using a survey research design. Two hotels were sampled and used for the study. A total population of 315 employees were investigated with a sample size of 255. In this research, a simple random sampling technique was adopted, and only 204 copies (or 80 percent) of the questionnaire were properly completed and recovered. To determine the link between the variables, the data was examined using the bivariate regression analysis. The investigation revealed that recognition had significant effect on contextual performance in selected hotels in Lagos Metropolis,

Nigeria ($\beta = 0.592$, $t = 12.353$, $p < 0.05$). The finding also revealed that employee's' development has a negative and significant effect on counterproductive behaviour in selected hotels in Lagos Metropolis, Nigeria ($\beta = -0.244$, $t = 6.441$, $p < 0.05$). Also, it was discovered that benefits had significant effect on adaptive performance in selected hotels in Lagos Metropolis, Nigeria ($\beta = 0.399$, $t = 9.339$, $p < 0.05$). As a result, it was concluded that organizational reward system affected employee performance in selected hotels in Lagos Metropolis, Nigeria. It was suggested, among other things, that hotel management should be intentionally observing employee performance and looking for opportunities to recognize outstanding work achievements and behaviour.

Egbe (2022) investigates the relationship between employee productivity and the organizational reward system in Faith Plant Ltd Cross River State, Nigeria. A total of 120 questionnaire instrument were utilized to collect data for the study, which adopted Adams Equity theory and descriptive research methodology. With the help of SPSS software version 23, All data were examined. The study's findings showed a strong correlation between employee productivity and reward systems as well as considerable effect these systems have on productivity. Using the results as a basis, the study came to the conclusion that reward system are essential and crucial tools in motivating workers, which results in high production. According to the study, management should create programs that use both extrinsic and intrinsic rewards systems to improve employee welfare. It also suggested that extrinsic and intrinsic reward system should be independently researched to see which best motivate workers in private sector.

Oboreh & Arukaroha (2021) examined the effect of reward on organizational performance in universities in Edo State. The study aimed to determine the effect of salary increase, cash bonus, recognition, promotion and career development on organizational performance. Relevant conceptual, theoretical and empirical literatures were reviewed. This research work is anchored on equity theory. Survey research design was employed in the study. Six universities comprising of two private universities, two state-owned universities and two federal universities were sampled for the study. The population consists of 3974 academic staff of the selected universities. A sample size of 365 was determined using Taro Yamene formula. Questionnaire was employed as the major instrument of data collection. The data generated were analyzed using frequency tables, percentages and multiple regression analysis. The study found that salary increase, cash bonus, promotion, recognition and career development have significant effect on organizational performance. The study concludes that reward has a significant positive effect on organizational performance in the sampled universities in Edo State. Based on the conclusion, it was recommended that universities management should ensure constant review of their reward policy to reflect current realities so as to motivate their employee to be committed to improved performance among others.

Mwangi & Wanyama (2021) aimed to determine the effect of human resource planning on organizational performance of Deloitte Kenya. A descriptive survey design was adopted. The targeted population of the study comprised of 500 managers and non-supervisory employees of Deloitte Limited. Out of this, 116 respondents formed the sample size and were selected using stratified random sampling technique. Data collection was carried out using structured questionnaires. Descriptive statistics such as mean scores, standard deviation, frequency and percentages and inferential statistics including Pearson correlation and

regression were used to analyze the data. Statistical Package for Social Sciences (SPSS version 20) software was used to generate the results. The results were then being presented using tables and figures. The findings indicate that there is a positive and significant correlation between human resource planning and organizational performance as supported by r =.704**, and P = .000. This implies that an increase in aspects related to human resource planning results in an increase in organizational performance of the Audit firms. The findings revealed that human resource planning has a significant effect on organizational performance of Audit firms. The study therefore recommends that Audit firms should strengthen their HR planning related factors such as supply forecasting, demand forecasting and action planning.

Ugoani (2020) examined performance appraisal and its effect on employees' productivity in charitable organizations. Using the exploratory research design and 109 participants the result of the study indicates strong positive correlation between performance appraisal and employee productivity. It suggests that the issue of performance appraisal in charitable organizations should be addressed. In view of the result of the study, the paper recommends that performance appraisal should carefully review employee's strengths and weaknesses against requirements for possible future higher responsibilities.

Siwale, Hapompwe, Kukano & Silavwe (2020) explore the impact of reward systems on employee performance at Brentwood suppliers Ltd; Assess the effectiveness of existing reward system and whether there was a correlation between reward system in the organization and an increase in the performance of the employees. This was an empirical study. The non-probability and probability sampling technique were used i.e. random and purposive sampling were the criteria involved to ensure sample representativeness and therefore validity, reliability and generalizability of findings. The sample size used was 30 out of a population of 50 employees. In this study the inductive approach was used due to the fact that the data was collected and analyzed before drawing to conclusions and recommendations. Using both the primary and secondary methods of data collection was analyzed using SPSS, the findings revealed that the existing reward system of Brentwood suppliers was ineffective and must be revised; there was a relationship between rewards systems and employee performance. Study recommended that Management should harmonize the reward system in the company, Reward packages should be modified periodically as a response to the changing environmental needs of the workers as well as the world as a whole in an employer-employee participatory manner.

Ahmad, Shaheen, Khalid & Mohmmad (2020) examined the moderating effect of an effective performance management system on the relationship between talent management and organizational performance. This study was carried out on the public health sector and was specifically focused on public health workers in Jordan. The study focused on 30 public hospitals in Jordan. A survey of 430 respondents that were made up of public health workers was used for the analysis. SEM in AMOS statistical analysis package was used is this study. The findings showed that a performance management system moderates the relationship between talent management and organizational performance. This suggests that performance management system can be used as a strategy to identify talented employees; integrate, re- strategize and strengthen management-employee relationship to improve their organizational performance.

Afolabi & Adim (2020) examines the relationship between talent management and public sector performance. In order to determine the relationship between talent management and public sector performance, the study measured talent management using workforce planning and talent development while public sector performance on the other hand was measured based on staff efficiency. The study adopted Survey Design and data were collected using questionnaire survey. The population of the study consist one hundred and twenty staff of the accounting section of Anambra State ministry of finance. Friedman's ANOVA was used for data analysis, the findings of the study indicate a positive and significant relationship between talent management, workforce planning and public sector performance at 5% significant level. Thus, the study concludes that talent management ensures public sector performance. Based on this, the study recommends that talent management scheme should be used for all categories of staff within the Ministries, Departments, Agencies (MDAs), that have special talent and that MDAs should have a separation between talent management scheme and the total human recourses management style.

Edeh & Dialoke (2020) investigated the effect of human resource planning on the organizational performance of selected hotels in Nigeria. The method of data analysis was a cross-sectional survey research. A self-developed close-ended questionnaire was used to collect data from managers, supervisors, and front desk officers working in 15 selected hotels operating in Ebonyi state, Nigeria. Descriptive statistics were used to analyze participants' demographic characteristics while regression was used to analyze the hypotheses. The study found that human resource planning dimensions, namely, adequate funding, competence, age, and cultural background have a positive significant effect on organizational performance. It recommended that HR managers must focus on the financial capability of the firm as well as the age, competence, and cultural orientation of the prospective employees while making the HR planning.

Raheem & Khan (2019) examined the impact of talent management on organizational effectiveness: Mediation Model of Psychological Contract. The novelty of the current study underpins the particular dimension of PC that is relational PC as a mediator, in the lens of TM, which was not discussed in the previous studies with the relationship of OE. Total 309 managers including top and middle level of management from telecom sector of Pakistan have participated in the research, using simple random sampling technique. Structural equation modeling (SEM) was used to test the hypotheses in AMOS 20. Results revealed that TM has significant positive effect on relational PC and OE, and relational PC positively relates to OE. Furthermore, relational PC has a partial mediation between TM and OE. The study contributes to bolster the TM literature, in more viable form and provides the basis for future studies, along with managerial implications and recommendations.

Binta, Muhammad, Ahmed, Bazza & Magaji (2019) examined the effects of Performance Appraisal on Employee Productivity in Federal Ministry of Education Headquarters Abuja. The study used survey research design. The population of the study consists of 1797 employees of Federal Ministry of Education Headquarters Abuja. The sample size of the study was 400 respondents and was determined using Taro Yamane formula. Data for the study was collected using structured questionnaire and analyzed using descriptive and OLS analysis. Results from the findings revealed that the coefficients of appraisal performance and employee feedback had positive and significant

effect on employee productivity for the period under study. The coefficients of employee Training and employee compensation had positive but insignificant effect on employee productivity for the period under study. The coefficient of multiple determination R2 value of 0.687 percent implied that 68 percent total variation in employee productivity was explained by performance appraisal, employee feedback, employee Training and employee compensation. The study recommends that multiple appraisal method should be introduced to further encourage objectivity and eliminate biasedness in the appraisal of workers in the Ministry.

Matolo, Iravo & Waititu (2019) explored the relationship between reward management system and the employee performance in Technical Institutes in Kenya. Many organizations including technical institutions have realized the value of human capital, which is the most important asset of any organization, besides; the success or failure of an organization is largely dependent on the caliber of the people working therein. The research adopted both descriptive and correlational research designs. It also used a mixture of methods approach consisting of both qualitative and quantitative research methods, applied to a sample of the technical Training institutes in Kenya. A sample size of 3 Technical Institutes in Kenya and comprising of 137 respondents was used. A linear regression analysis was used to explain the relationship between independent variables and dependent variable. The data was analyzed through Statistical package for social sciences and presented using the statistical methods amongst them tables, bar graphs and pie charts. The findings revealed that reward management had a positive effect and thus relationship on performance of the employee. The findings contribute to enhancement of reward systems in any organization for improved performance of both the employee and at large the employer. The results and recommendations will be used for policy formation and decision making.

Ivan, Turyareeba, Wagima, Wemesa, Ssebbaale & Moses (2020) examined the process of human resource planning and its influence to the performance of the health sector in Uganda, considering a case study of IHK. The study adopts a descriptive research design. Data was collected using self-administered questionnaires. The study finds that External Scanning and Determination of Goals are the most important components of human resource planning process that influence performance at IHK. The study further suggests that Human Resource Planning Departments IHK should focus mostly on scanning the External Community and Determination of Goals components of Human Planning Resource Process and IHK should embrace the use of modern technology in the recruitment and selection of staff.

METHODOLOGY

The researcher deemed it suitable to adopt a specific and scientific procedure in carrying out this research which is the survey method. This study was conducted in Anambra State, Nigeria. With respect to this research, the researcher made use of primary and secondary sources of data. The population of study comprises 1661 element. The sample size for the study was 299 using Borg and Gall (1973) formula. The research instrument used for the study was the questionnaire. The questionnaire was subjected to content and face validity. The reliability of the questionnaires used for was test-retest method and spearman rank order correlation coefficient and the sectional coefficients and the average were respectively 0.70, 0.60, 0.80, and 0.70. The implication of this result is that the respondents were 70% consistent in their opinions on the issues surrounding the study. The analysis of data was performed

using SPSS package. This involved descriptive analysis. Data were cleaned before analysis to ensure that they were correctly captured from source documents. Multiple regression analysis will be to assess the effect of services quality on customer loyalty. P value was considered significant at level 0.05.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

299 copies of the same questionnaire were distributed, out of which 250 copies were returned and out of the returned copies, 10 copie were not properly filled, while 3 copies were spoilt. So the percentages of returned copies is 83%, unreturned copies 3%, spoilt copies 1% and the 237 number of questionnaire used which for the analysis was 84%. The analysis is based on frequency distribution and simple percentages.

Testing of Hypotheses In this section, the hypotheses formulated to guide this study were empirically tested using the t-statistics values and the probability values in the coefficients of the multiple regression analysis. The result is presented below.

Table 4.3.3 Coefficients of the Multiple Regression

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	25.006	1.717		14.564	.000
Training	.093	.039	.076	3.372	.000
Performance Appraisal	.029	.044	.037	2.658	.001
Talent management	.072	.043	.093	2.671	.000

a. Dependent Variable: Employee Performance

Hypothesis One

Hypothesis one sought out to determine if Training affect organizational productivity in selected manufacturing firms in Anambra State, Nigeria.

Ho: Training has no significant positive effect on organizational productivity in selected manufacturing firms in Anambra State, Nigeria.
Hi: Training has a significant positive effect organizational productivity in selected manufacturing firms in Anambra State, Nigeria.

Talent attraction has a t-statistics value of 3.372 with a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypothesis and conclude that talent attraction has significant relationship with employee performance in construction companies in Anambra state.

Hypothesis Two

Hypothesis two sought out to determine if performance appraisal affect organizational productivity of selected manufacturing firms in Anambra State, Nigeria.

Ho: Performance appraisal has no significant positive effect on organizational productivity of selected manufacturing firms in Anambra State, Nigeria.
Hi: Performance appraisal has a significant positive effect on organizational productivity of selected manufacturing firms in Anambra State, Nigeria.

Talent retention has a t-statistics value of 2.658 with a probability value of 0.001 which is statistically significant. Therefore,

we reject the null hypothesis and accept the alternative hypothesis and conclude that talent retention has significant relationship with employee performance in construction companies in Anambra state.

Hypothesis Three

Hypothesis three sought out to determine if talent management affect organizational productivity of selected manufacturing firms in Anambra State, Nigeria.

Ho: Talent management has no significant positive effect on organizational productivity of selected manufacturing firms in Anambra State, Nigeria.
Hi: Talent management has a significant positive effect on organizational productivity of selected manufacturing firms in Anambra State, Nigeria.

Summary of Findings

The major findings of the research work are as summarized below:

1. Training has a significant positive effect on organizational productivity manufacturingfirms in Anambra State, Nigeria.
2. Performance appraisal has a significant positive effect on organizational productivity manufacturing firms in Anambra State, Nigeria
3. Talent management has a significant positive effect on organizational productivity manufacturing firms in Anambra State, Nigeria

CONCLUSION

The contribution that human resource makes to an organization's performance in our present good business atmosphere is a crucial business strategy that must be employed by manufacturing firms in order to improve quality, reduce cost and enhance organizational growth. Managing human resource effectively will overcome the continuing shortage of trained people as we strive to throw off the bonds of economic backwardness and seek to achieve the socio-economic objective of our national development plan. Human resource planning has a strong influence on organizational performance in forecasting future demand of business and environmental factors which help to manage human resource demand as required. Having a required number and qualified personnel with the technical knowhow is a vital ingredient that would ensure organizational performance in the right direction to achieve firm's success. In view of the findings, the following recommendations were made;

1. Management should have a clear and constructive feedback during employee Training and use on-the-job Training to help employees develop the skills they are interested in.
2. It is imperative for manufacturing companies to continuously make sure that performance appraisal process is aligned with the goals and objectives of the organizations and use multiple sources of evaluation such as self-evaluation, peer and evaluation to gain a more comprehensive of an employee's performance.
3. Manufacturing companies should invest in workplace culture, strengthen employees' recognition programs and set employees up for success with the right resources and clear expectations.

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