

## **Manpower Planning Practices and Employee Engagement in Oluyole Local Government, Oyo State, Nigeria**

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### **Abstract**

Employee engagement is very important to the organisational effectiveness. There are many factors responsible for organizational efficiency. This study aims at looking at how manpower planning affects employee engagement in Oluyole Local Government. Descriptive survey research design was adopted to get detailed and factual information from the respondents. A total of 91 respondents were randomly selected from personnel at the Oluyole Local Government area in Ibadan for the study. The study reveals a positive relationship between workplace mentoring and worker's productivity. It also reveals that workplace mentoring boosts employee performance through improved self-esteem and deeper commitment. It fosters a cordial relationship between mentor and mentee to achieve organizational goals. The emphasis on the research's key conclusion demonstrates that when succession planning is approached from a career and talent management perspective, employee engagement and staff retention follows. It was finally recommended that in order to meet staff demands, Oluyole Local Government administration must enhance quality services via the development of health care, quality education, quality employment and skills.

**Keywords:** Development, Employee Engagement, Practices, Self-Esteem, and Staff Retention

### **Introduction**

Employee engagement is a human resources (HR) concept that describes the level of enthusiasm and dedication workers feel toward their job. Engaged employees care about their work and about the performance of the company, and feel that their efforts make a difference<sup>1</sup>. It is necessary to prepare for a variety of resources, including human, material, and time, etc. It should be highlighted that in order to achieve the goals of the organisation, it is the responsibility of the staff to appropriately integrate the different resources.

When competing organisations have access to the same non-human resources, such as money, raw materials, plants, technology, hardware, and software, the differences in economic performance between the organizations can be attributed to variations in the performance of the organization's workforce. In other words, the quality of an organization's human resources determines whether it succeeds or fails, which supports the need to prepare for and grow the workforce across all organisational divisions in order to meet the stated objectives. An organization's human capital may be obtained, managed, and grown on a big scale using organized business practices, procedures, and technology, thanks to the human capital management system. Smart business people understand the value of human capital management as a competitive advantage. Businesses that put a strong emphasis on employee development, engagement, and overall wellbeing typically outperform their rivals. As a result, human capital development (HCD) is increasingly seen as the foundation of every forward-thinking company. Organisations purposefully use a variety of HCD strategies to grow and improve the potentials of their personnel in order to accomplish their objectives. The process of "human capital development" aims to increase staff productivity, resources, and skills.

Experts have asserted that the most important and most costly resources of any organization is the human resources, as human resources contributes effectively to organizational objective by improved performance. Update skills and knowledge are necessary for this improved performance, the need for employee training and development could therefore be deduced from this assertion. This need is thus an inspiration of this study.

## **Literature Review**

### **Concept of Employee Engagement**

Employee engagement is characterized as constructive attitudes and actions that enhance organizational performance in a way that encourages teamwork and mutual support. It concerns the pride and commitment that workers feel about the company they work for, how well they represent the company to its clients, users, and partners, and how hard they work to perform their obligations (Saleem et al 2020). Additionally, Abdullahi et al (2021) submit that employee engagement involves using worker input and expertise to enhance the goods and services that an organization produces. So, being inventive at work is important. Employee engagement is a concept that supports the organization's effectiveness, efficiency, productivity, and expansion. However, engagement is defined as an organization's behaviours that are in line with its ideals. The idea of employee involvement in HRM is relatively new (Fernando 2020). Due to its validity and capacity to more effectively characterize work, empirical research has shown that the notion of engagement offers a framework that incorporates the well-known categories of job satisfaction, commitment, motivation, and citizenship behaviours (OCBs). Wyatt-Elkins (2020) identifies three elements that make up employee engagement: motivation, extra-role actions, and work attitudes like dedication. Employee engagement is said to be linked to independent actions taken at work. Such behaviours cover a wide range of voluntary, unrecognized, and unrelated to employment activities and efforts. Care, collaboration, creativity, and effective workplace conduct are a few of them. These actions contribute to improved organizational performance and have a significant impact on job performance. There is no way to prevent these behaviours at work, as they are linked to social contact at work, despite the fact that they are challenging to identify, monitor, and regulate. According to research, engagement is a reciprocal process between the company and the employee.

The two-way interaction between an organization and an employee emphasizes the fact that both parties must put up both personal and organizational effort. The readiness to dedicate oneself and go above and beyond one's normal responsibilities in order to increase an organization's effectiveness is another definition of involvement. Engagement is therefore understood as a characteristic that goes beyond fundamental employer loyalty or simple contentment. Employee involvement has prompted scholars to look into its nature, but its definition is still unclear both theoretically and practically. For instance, the phrase can apply to psychological moods, attitudes, and behaviours as well as the factors that influence them and the outcomes that have to do with performance. According to the pertinent research, there are three alternative ways to categorize engagement: (a) psychological state engagement; (b) behavioural engagement; and (c) characteristic engagement. Additionally, research suggests that critical sociological perspectives on involvement are emerging, as opposed to the field's existing dependence on conventional psychological ideas.

Employee engagement has been described as "a psychological state experienced by employees in relation to their work, together with associated behaviours" based on the explanation above. It can also be defined as "a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption". Involvement on the other hand is

adopting "...a holistic investment of the entire self in terms of cognitive, emotional, and physical energies". The cognitive, emotional, and behavioural energy that employee devotes toward successful organizational results is also described by other studies as engagement. However, the definitions above may be applied to a variety of workplace actions, and their definitions can then be seen from a variety of angles.

The idea of involvement here relates to the identification or attachment to the organization as a whole. It concerns how closely linked to their company workers feel, as well as how positively they see the company's principles. This interpretation leads one to the conclusion that organizational engagement is a shared understanding of what has previously been referred to as organizational commitment in the literature. As a result of employees' perceptions that their work is hard and gratifying, job engagement, which manifests as extra-role activity, may be seen from two angles. Employee commitment to an organization's mission and values is referred to as organizational engagement.

Employee engagement is critical to any organization. By distinguishing between intrinsic and extrinsic motivation, employee engagement developed from earlier work. Competence, autonomy, and psychological relatedness—all psychological needs—motivate people to take action that is necessary for their psychological well-being and, if met, may promote optimal function and growth. It has been discovered that commitment of workers closely correlates with the fundamental demands of fulfilment. Employee engagement and realization of their value to the company are fostered through hard labour and meaningful employment. When SDT is utilized, there is a chance for employee autonomy, and also, employees can have an impact on people around them. The advantages of intrinsic incentives are not exempt from this impact. Increased participation from employees will be possible thanks to meaningful work, but engagement is not a given. Employee engagement requires the need for autonomy, intrinsic rewards, and impact.

The SDT's approaches are credited for enhancing employee motivation. Psychological needs help people feel like they are developing their identities through intrinsic motivation, which has the side effects of interest and engagement. Potentials and commitment may be used to affect a person's values, conduct, and aspirations, all of which are positive aspects of their identity. Flow experiences and intrinsic motivation are closely related to one another. Flow is the all-encompassing sense that workers experience when they are completely immersed in their task. Consideration of engagement as the psychological demand for autonomy is supported by the link between intrinsic motivation and flow<sup>ii</sup>. Knowing the demographic trends among the work force is possible through evaluating demographic traits as they relate to employee engagement. Business owners may motivate youthful employees by offering financial incentives. Even when the job is in line with their requirements and objectives, younger employees quit their jobs due to a lack of pay. Millennials are less devoted to their employers and are unwilling to compromise their personal lives for a profession. Baby Boomers are more devoted to their company and its operations than they are to monetary rewards. By establishing a long-term contract and a process-oriented organization, business leaders may attract Baby Boomers. When Millennials believe there are no opportunities for advancement or wage rises inside the company, they are more inclined to leave. Therefore, human resource professionals may serve their firms more by firing a Millennial than a Baby Boomer when contemplating dismissal or disengagement techniques.

### **Antecedents of Employee Participation/Engagement**

Organizational factors, work factors, and person factors are the three categories into which the antecedent variables of employee engagement may be separated. Employee engagement

is affected by role characteristics, work interactions, group and intergroup dynamics, management style and procedure, and organizational norms. Employee engagement is influenced by the workplace environment, the immediate supervisor, the senior management team, and the co-workers. Employee engagement is influenced by job control, job involvement, job feedback, job rewards, job security, and supervisor support. Employee engagement is influenced by factors including job enrichment, work role fit, rewarding co-workers, supportive supervisors, and self-consciousness. Employee engagement is influenced by support, fairness, interpersonal consumption, and conflict. On employee engagement, neuroticism, extraversion, and mobility all have a role. According to the job demands-resources hypothesis, employee engagement may be predicted by either job resources or personal resources alone or in combination. When a job has high requirements, both job resources and personal resources have an influence on employee engagement that is more favourable. As a result, two crucial antecedent factors for employee engagement are job resources and job expectations. Job resources can help to lessen the effects of job pressures, advance job objectives, and foster individual development. The primary determinants of involvement are the resources offered by the employment. Three nations (Mexico, the Netherlands, and the United States) have found that certain employment resources (financial rewards, a sense of community, and involvement in decision-making) have a beneficial impact on employee engagement. The difference in the strength of the association between these work resources and engagement was explained using the cross-cultural theory. Dedicated workers appear to have distinct personal resources from non-dedicated workers, including optimism, self-efficacy, and self-esteem, resilience, a good coping style, and demographic factors. Personal resources can encourage employee devotion since they can enable committed workers affect and manage their working environment.

In the study of female headmasters, resilience is an individual resource that supports staff engagement. Personal assets including self-efficacy, self-esteem, and optimism were also looked at by Xanthopoulou as significant predictors of participation. Engagement is positively connected with nuclear self-evaluation (self-esteem, self-efficacy, control points, and stable mood). Engagement is impacted by self-efficacy throughout a short-term (4 months) and long-term (8 months) lag. Responsibility, joyful feelings, a cheerful demeanour, and involvement all have a good association. An empirical investigation revealed that conscientiousness and extraversion have an impact on engagement with resources or work needs.

### **Employee Engagement Results**

The link between employee engagement and organizational performance is the subject of current study. Currently, the research on employee engagement outcomes is mostly focused on two aspects: individual performance and organizational performance. Dedicated workers are more engaged at work, healthier, and more productive. Dedicated workers have better job satisfaction, stronger organizational loyalty, and less readiness to leave the company than non-dedicated workers. Devoted workers exhibit favourable behaviour. In general, committed workers engage in more active organizational activities and are more ready to pay. This has been confirmed by a study of Dutch workers, which found that more overtime is worked by engaged workers than by disengaged workers.

### **Impact of Employee Engagement**

A significant change in how business is conducted has resulted from the struggling global economy. Engagement among employees is important for both the company and the individual. Employees may use the terms of their employment contracts to prevent the

business from achieving its aims and objectives. In a company, management's capacity to use employee engagement tactics is crucial. Paterson, Cooper-Thomas demonstrating how having high expectations and regular performance assessments may boost employee collaboration and involvement. Resources are limited, which has caused businesses to focus more on lowering expenses while raising production and efficiency. As it pertains to process improvement, less variance in processes can eventually lower costs; but, a company must continue to implement procedures that boost employee engagement. Processes for lowering costs quickly are not always effective. One of the biggest problems in the workplace today is employee engagement. Employee engagement will continue to be a difficult for firms in the future due to complexity and strict restrictions in many organizations. This aspect challenges management because engagement is a critical element in maintaining the organization's vitality, survival, and profitability. Organizations that have highly engaged employees have greater profits than those that do not (Society for Human Resource Management [SHRM],). Organizations with highly engaged employees experience increased customer satisfaction, profits, and employee productivity.

Training is the use of both formal and informal methods to disseminate information so that individuals may acquire the necessary skills to provide. Training is the process whereby employees' aptitudes, skills and abilities enable them to do specific jobs. Intimates that 'training is the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience'. Development, on the other hand, includes getting the skills, knowledge and other behaviours necessary for or applicable to a project or an activity. According to the Chartered Institute of Personnel and Development, development helps employees land future employment and prepares them to take on responsibilities within the company, development includes things like coaching, formally agreed-upon educational obligations, and experiences.

Training and development are defined in further depth by Investors in People (IIP) UK (1996) as any action that enhances one's abilities, knowledge, and behaviour. This definition includes both official and informal training. It is clear from the above that training and development work in harmony with one another. Organizations should place a high priority on training and development. Training and development enable an organization to adapt to changes that meet the tastes and preferences of customers. It also improves employees' skills and boosts their morale, thereby making them efficient, reducing waste and operations and increasing productivity. In addition, training and development brings about reduction in employee turnover and results in minimal supervision. Still, it shortens the time for learning by new employees, reduces learning costs, and motivates employees to be loyal to the organizational.

### **Manpower Planning**

The idea of manpower planning has several connotations, and there are numerous studies that elaborate on its various facets. Manpower planning was defined as "the process by which an organization ensures that it has the right number and the right kind of people at the right place and time, doing things for which they are economically most useful." The phrase "the existence of unskilled and/or skilled humans that need training or re-training to perform specific task in society" might be used to characterize the notion of manpower development. Manpower development may therefore be considered to be organizational-specific. This is due to the fact that organizational manpower or job requirements have a major role. In other words, it may be seen of as the adaptation of the country's human resources to the requirements, goals, and orientation of a particular organizational. Contrarily, because it

focuses on producing the human resources required for the growth of the State, the notion of manpower development might be seen as a generic idea. As a result, the development of manpower sees people as society's most valuable resource.

### Objectives

The objectives of the paper are to;

- identify the different manpower planning practices at OLG, and
- examine the effect of manpower planning practices on employee's engagement in OLG

**Table 4.8 Different Manpower Planning Practices and how it affects the commitment through employee engagement in Oluyole Local Government**

Statement	SD	D	N	A	SA	Mean	SD
Oluyole Local Government practice Manpower Planning Packages	(0) 0%	(0) 0%	(36) 3.3%	(31) 28.6%	(75) 68.1%	4.69	0.51
Oluyole Local Government workers understand the Importance of Manpower Planning.	(0) 0.0 %	(0.9) 1.0%	(0.9) 1.0%	(26.0) 28.6%	(63.2) 69.4%	4.6	0.54
Oluyole Local Government does evaluation and appreciation of existing manpower resources	(0) 0.0 %	(7) 8%	(4) 4%	(30) 30%	(52) 58%	4.6	0.59
Oluyole Local Government does an estimation of the proportion of currently employed manpower	(0) 0%	(0) 0%	(3) 3.3%	(26) 28.6%	(62) 68.1%	4.69	0.51
Oluyole Local Government does an assessment and forecast of labour requirements against future requirements	(0) 0%	(0) 0%	(2) 2.3%	(24) 26.4%	(65) 71.3%	4.7	0.54
Oluyole Local Government does actions to ensure that the necessary resources are available	(0) 0%	(0) 0%	(3) 3.3%	(25) 27.5%	(63) 69.2%	4.65	0.54

**Source: Field Survey, 2023**

Specifically, from the response of the respondents, 68.1% of the response strongly agreed that Oluyole Local Government practice Manpower Planning Packages while none of the respondent disagreed that Oluyole Local Government practice Manpower Planning Packages, 70.3% of the response strongly agreed that Oluyole Local Government workers understand the Importance of Manpower Planning. Only 1.0% of the respondent disagreed that Oluyole Local Government workers understand the importance of Manpower Planning, 60.1% of the response strongly agreed that Oluyole Local Government does evaluation and appreciation of existing manpower resources 8% of the respondent disagreed, from the response of the

respondents, 68.1% of the response strongly agreed that Oluyole Local Government does an estimation of the proportion of currently employed manpower none of the respondent disagreed, 71.3% of the response strongly agreed that Oluyole Local Government does an assessment and forecast of labour requirements against future requirements 0% of the respondent disagreed, furthermore, 69.2% of the response strongly agreed that Oluyole Local Government does actions to ensure that the necessary resources are available 0% of the respondent disagreed.

Thus, manpower development could be seen as organizational specific. This is because it is largely a function of organizational manpower or job specification. That is, it could be viewed as the adaptation of the human resources available in the country to the needs, objectives and orientation of a given organization. Organizations must provide a psychologically safe workplace to improve employee engagement. The culture of psychological ownership and engagement begins when leaders create a psychologically safe workplace. The manner in which an individual feels satisfied and enthusiastic in work-related activities fosters employee engagement. Meanwhile, from Table 1. How often does Oluyole Local Government practice Manpower Planning, it was observed that 48.4% of the respondent picked, very often, 20.9% of the respondent pick often, 35.2% of the respondent pick sometimes, while .6% of the respondent pick not at all from Table 4.3.3: considering the different packages practiced by Oluyole Local Government, it was realized that 8.8% of the respondent pick getting the Qualified Employees, 22.0% of the respondent pick placing the right employees in the right job, 32.0% of the respondent pick placing the right employees at the right time, while 32.2% of the respondent pick increasing the level of Staff Motivation.

From Table 1 above showing the Packages of Manpower Planning Practices Process in Oluyole Local Government identify the most effective, 11.0% of the respondent identify Auditing of the internal resources, 26.3% Formulation of the recruitment plan, 22.0% of the respondent identifies estimating future organizational structure and manpower requirements, 40.7% of the respondent identify developing human resource plan. Training and Development can serve as additional levers for enhancing engagement and commitment.

### **Discussion of Findings**

Manpower often used interchangeably with “human resources” refers to the “totality of the energies, skills, knowledge and experience available in a country. It is the managerial, scientific, engineering, technical, craftsmen and other skills which are employed in creating, designing, developing, managing and operating productive and service enterprises and economic institutions the manpower is the bulk of labour available for any particular kind of work. In a more specific term, “it is the bulk of human beings with the relevant skills, energies, talents, knowledge and attitudes that can be committed towards the production of goods and services.

Human beings are not described as manpower or human resources except in that they can be put to some economic use as a resource that in turn can be used for wealth generation or for the facilitation of increases in wealth. Flowing from the above discuss, it can be asserted that manpower (human resources) are a nation’s most valuable resources without which other resources will not give rise to rapid economic growth. An analysis of the available research revealed a positive relationship between workplace mentoring and worker productivity. The claim that workplace mentoring boosts employee performance through improved self-esteem and the deeper commitment it fosters between mentor and mentee to organizational goals supports this.

The study's results also demonstrate that individuals who get mentorship are better prepared to negotiate company culture, resolve issues, and progress their careers. It also showed that, depending on how it was carried out, the link between succession planning and worker productivity might be either favourable or negative. The emphasis on the research's key conclusion demonstrates that when succession planning is approached from a career and talent management perspective, employee engagement and staff retention follow. On the other hand, inadequate leadership results from the process when succession planning is entirely centred on individuals' technical abilities, disregarding the appropriate attitude and conduct anticipated for the leadership job.

## Conclusion

The emphasis on the research's key conclusion demonstrates that when succession planning is approached from a career and talent management perspective, employee engagement and staff retention follow. It was finally recommended that in order to meet staff demands, Oluyole Local Government administration must enhance quality services via the development of health care, quality education, quality employment and skills.

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