

**EVALUATING THE IMPACT OF HUMAN RESOURCE PLANNING ON
ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF NATIONAL
INSURANCE CORPORATION OF NIGERIA (NICON)**



**BY
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ABSTRACT

Human resource planning and its corresponding impact on the performance of organizations is one of the fastest-growing areas of research. The contemporary business organizations are conglomerate of people from various background, as such, human resource is probably the most strategic and valuable asset of any organization, therefore the need for a critical assessment of the role of human resource planning within the context of organizational and employee performance. This research aims to evaluate the impact of human resource planning on organizational performance in the National Insurance Corporation of Nigeria and also to establish if there is a significant relationship between human resource planning (HRP) and the level of performance recorded in the National Insurance Corporation of Nigeria otherwise known as NICON.

To achieve the research fundamental objectives and establish if there is a relationship between HRP and organizational performance, the Chi-square test was utilized in testing a number of formulated hypothesis and the Cronbach's Alpha method of reliability was used to test and ensure the reliability of the research instrument. The test result yielded a coefficient of 0.943 which is well above 0.7 which is the minimum recommended by researchers.

The quantitative research approach was adopted by the research. The probability sampling method was used to select a sampling size of 100 from employees at senior and junior level within the administrative and human resource department of NICON and the data was obtained by means of a Likert type questionnaire, structured to allow respondents provide their opinions regarding several statements developed to achieve the research objectives. The IBM Statistical Package for Social Sciences (SPSS) was used to analyze the data and the result results obtained presented by statistical means.

The constraint of time is one of the major limitations of the research couple with the restriction in movement as a result of Coronavirus. In general, the findings of the research indicated human resource planning (HRP) is an important aspect of human resource management and a management tool for enhancing organizational and employee performance.

Keywords: Human Resource Planning (HRP), Employee performance, Organizational Performance, National Insurance Corporation of Nigeria (NICON).

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DEDICATION

This research is dedicated to God almighty whose grace has been forever present in my life and to my parents whose undying love knows no bound

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CHAPTER ONE

INTRODUCTION

This dissertation is aimed at exploring the impact of human resource planning on the performance of organizations in Nigeria. By critically evaluating the impact of human resource planning on organizational performance using the national insurance corporation of Nigeria (NICON) as a case study, the research will attempt to establish how Nigerian organizations are impacted by human resource planning and also attempt to proffer a solution and recommendations to the issues raised in the course of the research.

Some studies have highlighted the positive impact of human resource planning on the performance of organizations in general (Farman et al., 2013; Mohammed, 2017), this research will focus more on the negative impacts of misappropriated or neglected human resource planning on organizational performance. For over a decade the term human resource management has been associated with the success of several organizations globally (Nkomo, 1987; Farman et al., 2013). The name may appear fairly recent but the concept of human resource management has been in existence for decades. Originally known as personnel administration in the early 1920s the role and function of human resource management have both grown and metamorphous over the years (Ulrich 1997; Farman et al., 2013), these functions have grown to include employee appraisal, development and training, recruitment and selection, policy formulation, employee relation etc.

Human capital is doubtlessly the most valuable resource and asset of any organization (Belete et al., 2014; Sollosy et al., 2016; Cross, 2018). To achieve high performance and production within an organization, there must be an adequate and effective utilization of its human resources (Lunenburg, 2012). Achieving the organization's fundamental objectives is only made possible through effective and adequate human resource planning, which is the tools for establishing a long-term employee capacity, capable of meeting the daily workforce-related challenges (Choudhury, 2007). Human resource planning can help organizations to adapt, grow, becomes profitable and competitive within their designated market (Werner, Jackson &Schuler, 2012).

1.1 BACKGROUND OF THE STUDY

Within any successful and functional human resource management program, human resource planning is the most essential of all its elements, practices and procedures (De Cenzo and Robbins, 1988; Kristína et al., 2012; Samwel, 2018) and organizations with effective human resource planning system have more opportunities of prospering in a competitive market. Studies have revealed that about eighty per cent of all middle and large-sized organizations carry out routine human resource planning (Craft 1988; Samwel 2018). A similar study by Kristína et al., (2012), revealed that 54% of these medium and large-sized organizations undertake routine human resource planning annually and 32% of these organizations do it quarterly. Other studies have revealed that human resource planning is very essential to the growth of an organization especially during the process of merger, companies' amalgamation, low rate of joblessness and consolidation (Mello 2001; Katua et al., 2014). By understanding the need for a short, medium and long term plan for human resources, human resource planning can be a tool for achieving the organization's strategic objectives (Colley and Price 2010).

With an asset base of #46.9 billion and operating 40 branches nationwide for over 40 years, NICON is the largest insurance company in Nigeria. Incorporated in Nigeria on 2nd April 1965, following the merger between the white cross Insurance Company limited and the northern assurance company limited. NICON Insurance plc commences its operation as an insurance company on 1st October 1965. Not long after its commencement of full function the company was privatized under the government led by President Olusegun Obasanjo, during the second phase of the administration's privatization policy. What this privatization meant for NICON is that the organization would have to now function like any other privately owned business with little or no government support, and would have to source and generate its operating funds. To achieve this NICON in the year 2007 had to restructure its internal operating process to meet these new challenges

1.2 STATEMENT OF PROBLEM

The performance of business organizations depends largely on the appropriate and effective management of its human resource (Elnaga & Imran, 2013), therefore the need for an effective and functional human resource planning program within an organization. Although the Nigeria economy is considered one of the fastest-growing economy in Africa, it is still plagued by several factors that have continued to inhibit its consistent growth (Okwonkwo

and Okeke, 2019; Udoh, 2019), the National Insurance Corporation of Nigeria (NICON), like every other company within the Nigeria economy is not left out.

Taking cognizance of the Nigerian population and the contribution of the insurance sector to the total GDP of the nation, it is evident that the Nigerian Insurance sector has performed very poorly within the last two decades (Gbede, 2003; Oke 2012; Osinuga, 2016; World Finance 2020). There is an urgent need for human resource planning within the Nigerian insurance sector to determine the areas needing more human capitals and the areas where there is an excess of human resources, and aid the proper recruitment or redeployment of human resources. To achieve the production of an efficient and quality workforce within the Nigerian insurance sector that is capable of changing the landscape of the industry from where it has fallen to and drive it forward to a competitive place, where it would be in a position to provide effective and adequate services, there is the need for an effective people resource planning system, which has become a crucial component of human resource management (Samwel, 2018). The mismanagement of human resource in any organization whether public or private will negatively impact its performance and level of productivity. By evaluating the impact of human resource planning on Nigerian organizations, this research, will attempts to proffer recommendations for how the issues plaguing the Nigeria insurance sector can be mitigated.

1.3 OBJECTIVES OF RESEARCH

The fundamental objective of this research is to examine the role and impacts of human resource planning on the performance of NICON Insurance Company. The research objectives are structured as follows:

- i. Assess the efficacy of human resource planning performance in NICON.
- ii. Examine the challenges to human resource planning in the organization
- iii. Assess the effect of NICON leadership on the human resource planning process
- iv. Proffer possible solutions to these challenges

1.4 RESEARCH QUESTION

- i. What is the relationship between the organization's performance and human resource planning in NICON?
- ii. What is the relationship between the organization's performance and employee motivation in NICON?

- iii. How does the leadership style of NICON impact its human resource planning process?
- iv. What are the challenges to human resource planning at the organization?

1.5 HYPOTHESIS

H01: There is no significant relationship between HRP and organizational performance in NICON

H11: There is a significant relationship between HRP and organizational performance in NICON

H02: There is no significant relationship between HRP and employee performance in NICON

H12: There is a relationship between HRP and employee performance in NICON

1.6 RATIONALE OF STUDY

This research work is necessitated by three fundamental factors. Firstly, within the last decade, the Nigerian insurance sector has performed very poorly which has led to the mistrust of the general Nigerian populace on the Nigerian insurance industry (Oke 2012; World Finance, 2019). Secondly, from independence till date, Nigeria has lost a total of over 400 billion dollars in oil revenue alone due to Corruption (Okoye, 2012). Corruption is a major challenge in the public sector of the Nigeria economy and it has not only led to the mismanagement of human resources but has also succeeded in building an image for corruption that has led to the crippling of social function within the public sector of Nigeria organizations (Mackey & Liang, 2012; Ijewereme, 2015; UNODC, 2019). Lastly, in Nigeria, a functional operating environment for human resources is fundamentally important for its development and growth in all sectors of the economy (Adefolake, 2016). Despite the mass migration of Nigerians due to widespread corruption and insecurity in the country which has led to the depletion in the number of qualified human resources within the Nigeria public sector (International Organization for Migration, Nigeria, 2016: Olaoluwa, 2017), there is a growing realization of the role human resource management in determining an organization's growth and performance (Francis et al., 2011; Cross, 2018). It is becoming a generally accepted ideology that the organization's ability to adequately hire the right personnel, train and develop them, can determine their position in the future market (Reilly, 2003; Farman et al., 2013).

1.7 SIGNIFICANCE OF THE STUDY

This work has its root in both a theoretical and practical significance to the issue plaguing the Nigeria insurance sector. The fact that Nigeria is lacking in the issue of development is borne from the fact that her human resource is incapable of appropriately managing its available material resources. If this trend of mismanagement were to continue within the Nigerian sector, the dream of achieving an efficient system within the Nigerian economy will become nothing but a mirage, hence, the need to emphasize the issue of human resource planning and management.

Human resource planning is very essential to the Nigerian insurance sector (Adefolake, 2016), especially the NICON Insurance Company which is currently the leading brand in the Nigerian insurance sector. HRP is the key factor influencing the Nigerian insurance sector towards building a sustainable structure and maintaining an effective organizational performance. The role of HRP in Nigeria has greatly been improved within the last decades. This research is necessitated by the need to maintain the competitive nature of the Nigerian insurance sector and the need to ensure the effective utilization of its human resource for nation-building. The significance of this study to other researchers include

- i. To serve as a reference tool for aspiring students who might wish to venture into similar research.
- ii. To serve as a research guide for both corporate and private individuals who intends to undertake further study on the subject.

1.8 SCOPE OF THE STUDY

The work will focus majorly on the impact of human resource planning on the performance of organizations in Nigeria. The scope of this research work is limited to the junior and senior staff of the administrative and human resource department of the National Insurance Corporation of Nigeria (NICON); in contrast to a broader scope which would have comprised of the entire management staff of the insurance sector of the Nigerian economy. The National Insurance Corporation of Nigeria (NICON) is the largest and leading insurance company in Nigeria, and an analysis of the impact of human resource planning on the performance of NICON will provide a comprehensive overview of how human resource planning is impacting the performance of various other organizations within the Nigeria economy. Hence, the case study will provide a general knowledge of the situation of human resource

planning across the different organizations in Nigeria and form the baseline for establishing recommendations.

1.9 RESEARCH DESIGN AND METHODOLOGY

Due to the short time frame of this dissertation, coupled with the global restrictions in movement and social relationship due to the novel Coronavirus pandemic, the research was designed to collect data quantitatively via the uses of an online survey in the form of questionnaires. The nature of this study and its research objectives requires the need for and explanatory design research. As such, the quantitative approach is most suitable in achieving the fundamental objective of this research. This approach to data collection offers to a large extent the level of suitability and reliability needed, especially when the data to be collected is related to the many attributes portrayed by humans (Saunders et al; 2016).

This research will collect data via primary and secondary sources. The primary data will be collected via questionnaires. This data will be analysed using a statistical and numerical approach to data analysis. The primary data will provide this research with the response and perceptions of the research participants. Using questionnaires as a tool for data collection is an approach that is both cost-effective and suitable for collecting reliable data from research respondents (Kothari, 2009; Saunders et al; 2016).

The secondary data will be collected via a critical literature review. This data will be collected through a critical examination of scholarly works on human resource planning as it relates to organizational performance. It will serve as the basis for establishing the parameter through which the impact of human resource planning on organizational performance will be established.

1.1.0 RESEARCH STRUCTURE

To assist me in achieving the research's fundamental aim and objectives, this research is structured to take the following approach:

Chapter One: This chapter will focus majorly on introducing and providing the background for the study; it will also attempt to identify the study problems, research objectives, justify the rationale behind the study and proposes a suitable research methodology need to achieve the research fundamental objectives.

Chapter Two: This chapter will major on existing scholarly works and literature on human resource planning and its corresponding impact on organization performance. It will also

involve the analysis and review of observations gotten from other scholarly work which will become the baseline for establishing the contribution of this research work and then assist in summarizing the study gap.

Chapter Three: This chapter three will focus on the research methodology to be employed in this research work, which will include the approach to data collection, the sample size and sampling technique adopted, the study population, the statistical approach to data analysis, the adopted technique for data evaluation and the ethical consideration of the research.

Chapter Four: Chapter four will provide the approach to data presentation, data analysis, data evaluation, study findings and implication of the research.

Chapter Five: will provide a detailed discussion of the various results and findings of the research.

Chapter Six: Chapter six will provide a conclusion for the finding of the result and offer the appropriate recommendations

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The nature of this research work and the corresponding research questions requires an in-depth understanding of the conceptual framework of human resource planning, the general approach to human resource planning in relation and its impacts on the performance of both the employee and the organization. Therefore, this chapter of the research works is aimed at the critical evaluation and analysis of existing works and literature to establish the general research concept and provide a solid background for human resource planning, especially as it relates to the performance of organizations and their respective employees, which will then serve as the baseline for establishing further investigation into the concept of human resource planning as it relates to the performance of organizations in Nigeria.

To achieve the above-stated objectives, this chapter is structured to extensively discuss, the conceptual framework and definition of human resource planning, the concept of employee performance and organizational performance, the relationship between employee performance and organizational performance, organizational performance and leadership competence, human resource planning and organizational performance, human resource planning in Nigeria, the Nigerian insurance sector, determinants of human resource planning (which will consider adequate funding, competency, age and cultural background) and also review empirical studies.

2.2 CONCEPTUALIZATION OF HUMAN RESOURCE PLANNING (HRP)

The concept of planning, in general, is not an idea new to man, but the advent of rapid growth in information technology leading to globalization and the emergence of what is known as “the new world economy” has made it mandatory for organizations and companies globally to rethink their values, corporate practices and the process of their human resource planning and management (Oyewunmi et al., 2017).

Human resource planning as it is popularly called today was originally referred to in the late 1970s as “manpower planning” and is the first and fundamental approach in the human resource management process (George, 2019). Rapid industrial globalization and the

advent of information technology has significantly affected the way business is been conducted in the 21st century. Businesses globally are faced with the need to consistently innovate and grow to remain relevant within the ever-changing business environment. The need for business organizations to innovate, grow and maintain a suitable competitive advantage is one major factor that has greatly influence the role and function of human resource management (Ulrich, 1997). Human resource planning plays a vital function in fostering the growth and development of an organization. Dash (2015) opines that human resource planning is by far the most essential aspect of an organization's operation and as such, must become an integral aspect of business planning because it is the heart of the entire planning process. The need for business organizations in the 21st century to have a functional human resource planning cannot be overemphasized as the success of a contemporary organization to a large extent depends on the appropriate and effective utilization of their available human capital (Lunenborg, 2012; Kinyua, 2017).

It is the fundamental responsibility of business organizations to come up with an appropriate business and human resource strategy needed to achieve its fundamental business objectives. When business organizations have taken cognizance of the above factors and successfully identified their set goals and objectives, there is a need for a way through which these goals can be achieved and measured (Kaplan & Norton, 2015). Hence, the need for human resource planning which according to Mursi (2013) deals with the various processes involved in the management of an organization human resource. Ama (2015) concluded that the processes involve in human resource planning covers a broad range of activities which include defining the organization's corporate philosophy, forecast the human resource need of the business, access the organization's human resource supply, developed the needed objective for the business, continuous development and application of new strategies to maintain balance and also continuous evaluation of the organization's workforce since the whole process of planning allows for the recruitment, selection, placement and induction.

In addition to establishing a set goal and objectives, organizations need to assess and know the amount and nature of human resource needed to achieve their organizational business goals. The need to know the human capital capable of achieving the goals set by the organization necessitated the need for human resource planning. Human resource planning is capable of evaluating and determines the numerical strength and skill type needed by an organization to perform a given task at a particular time (Ayer & Reeves, 2009; Wright & McMahan, 2011). Human resource planning was described by Armstrong (2015) as a series of actions which is aimed at estimating an organization's demand for human capital and in so

doing, evaluate the numerical size, talent type and sources of the human capital needed to meet the demand. In addition to determining the number and type of human resource needed by a business organization, human resource planning also possesses the ability to help organizations adapt, grow, become profitable and competitive within their designated market (Werner, Jackson & Schuler, 2012).

2.2.1 DEFINITION OF HUMAN RESOURCE PLANNING (HRP)

Human resource planning undertakes several managerial activities which included but not limited to recruitment and selection, induction, placement, employee motivation and appraisal, employee coaching and development, supervision, empowerment, training, forecasting human resource need, the recruitment and retention of competent human resource to achieve the business organization's predetermined goals and objectives (Lunenburg, 2012; Noe, 2012; Ama, 2015; Armstrong, 2015). Human resource planning refers to all the collective process employed by an organization to ensure it has the right set of individuals with the capabilities to achieve the organization's aims and objectives as it relates to its staffing needs, its supply and demands (Farman et al., 2013).

Human resource planning according to George (2017) encompasses all the approaches or policies employed by an organization in the acquisition, recruitment, training, empowerment and development of their human resource. Similarly, human resource planning can be said to be the various procedures and practices put in place by an organization to ensure the recruitment, retention and opportunity for the organization's human capital to function efficiently and productively in line with the set policies and practices to achieve strategic aim and objectives for which the organization was established (Aslam et al., 2013; George, 2017 and Afzal et al., 2013).

Human resource planning is the core of the human resource management process, which aimed at equipping the organization with the right personal to suit their future and current needs of the workforce. The various roles played by human resource planning cannot be over-emphasized. It assists in translating the organization's objectives into the number of needed workers through the determination of the number of human resource capital needed by an organization to achieve its fundamental goals (Jacobson, 2010; Dash, 2015). Human resource planning has grown over time and assisted several organizations to better plan and manage their human capital. With its broad set of practices, human resource planning is designed in a way that will ensure the proper employment and management of the total manpower of any giving organization (Jonathan & Rice, 201; George, 2017). The

fundamental focus of human resource planning is to ensure that an organization at any given point in time possesses the right set and number of manpower with the right set of talent and functioning in the right position that will ensure optimum performance over a long period (Dwevedi, 2012; George, 2017).

Human resource planning according to Janes (2018) encompasses all the actions and practices involving a continuous scanning of the business environments, evaluation of the organization's business and human resource strategies, goals and objectives, policies and guidelines to ensure that the right skilled and quantity of human capital are available for use when and where needed. When an organization has successfully established clear objectives, and the nature and number of human resource needed to achieve the objectives identified, policies are then put forward which will aid the implementation of the strategies to meet the organization human resource need. This may include recruitment, development and training, enrolment, partnering with regards to undertaking the appropriate employee right-sizing (Delaney & Huselid, 2015). Robbins & Judge (2011) further noted that the ability of organizations to achieve their strategic objectives is also influenced immensely by their human resource in relation to the cost of acquiring the human resource need of the organization and the human resource capacity to function efficiently and undertake new and productive actions (Robbins & Judge, 2011)

2.2.2 EMPLOYEE PERFORMANCE AND ORGANIZATIONAL PERFORMANCE

Different Organizations view performance differently and there is no one accepted definition for the concept of organizational performance. It is probably one of the most argued concepts among theorist and researchers due to its usage in various disciplines (Ismail and Jenatabadi, 2014; Jenatabadi, 2015). Performance could mean a lot of things to different people, for instance, it could mean the ability to meet the organization's fundamental aims and objective for non-profit organizations.

Several variables come into play conceptualizing performance. In conceptualizing organizational performance, some of the factors that must be taking into consideration and constitute organizational performance include factors like the effectiveness of the organization's business model, their outcomes and efficiency (Boyatzis & Ratti, 2009; Ryan et al., 2012; Bashaer et al., 2016). The level of performance expereinced by an organization depends to a large extent on the managerial skill of the organization's leadership (Bashaer et al., 2016). This has led Silver (2014) to describe the heart of leadership as the nature of the relationship that exists between leaders and their followers. Ryan et al., (2012) also noted that

there is a strong relationship between organizational performance and the level of managerial cognitive, social and emotional intelligence.

According to Cho and Dansereau (2010), organizational performance can be defined as the measure of an organization's performance in relation to its strategic goals and objective. This view was shared by Tomal & Jones (2015) who describe it as the actual measurement of the output of an organization when compared to their intended results or outputs. It is important to note here that the efficiency of an organization at any given time is a direct function of the efficiency of each employee; as such, employee performance can be described partly as a function of the organization's leadership (Mastrangelo et al., 2014). Basheer (2016) posited that the performance of an employee can be managed via the manipulation of the factors upon which it depends; these factors include a broad range of the different variables. However, Cho and Dansereau (2010) noted that employers and manager of organizations do not necessarily possess the ability to affect all these variable; for example, it is in most cases impossible to influence variable like seniority, gender, age and employees personal goals. Irrespective, some of these variables are subject to the assessment evaluation and management of the business organization with intentions of achieving optimum organizational efficiency and employee performance. Also, two key factors that constitute organizational performance are employee competency and leadership competency (basher et al., 2016). As noted by Mastrangelo et al. (2014), the level of a leader's competency has so much to do with their ability to influence and impact their followers. Leaders and managers of organizations play a crucial role and function in achieving the organization's strategic objectives through the instrumentality of an effective communication system and a conducive and safe working environment that can positively impact the employee's behaviour and attitude to their job role. This view is also shared by Babcock-Roberson and Strickland (2010) who opined that leadership competency creates the needed empowerment for employees to gainfully engage and improved on their performance.

2.2.3 RELATIONSHIP BETWEEN HRP AND ORGANIZATIONAL PERFORMANCE

Human resourcing planning is gaining more attention than ever and many global organizations regard their human capital as their core competency and a well-managed human resource can lead to better performance in the organization (Arsad, 2012; Farman et al., 2013; Dash, 2015). Several pieces of research (Farman et al., 2013; Mohammed, 2017) have linked HRP to organizational performance. By assisting an organization to fully utilize

its human resource, and realizing it needs for human resource, HRP contributes to the organization's success or failure. Therefore to achieve high performance and production within organizations, there must be an adequate and effective utilization of its human resources (Lunenburg, 2012). There are researches with overwhelming evidence as to the impact of human resource management on the growth of organizations in terms of their performance and productivity. Gifford (2011) as cited Janes (2018) conducted a study on the development of human resource pointed out that human resource planning is the aspect of human resource management needed for the identification of the appropriate skill and Labour requirement of an organization. Another study conducted in northern France indicated the use of human resource planning as a strategy to cope with the several changes that are associated with their external environment (Bogdan, 2012). Similarly, a study by Mildred (2012) to examine the extent to which commercial banks in Kenya are influenced by human resource planning concluded that human resource planning is the key component and practice of human resource management that have influence the performance of commercial banks in the region. Therefore, Cakar (2012) posited that human resource planning is effective in ensuring that an organization possesses an efficient workforce, and if properly done, human resource planning can assist the organization in reducing labour cost to a great extent by ensuring a proper balance between the organization's demand and supply of labour.

Furthermore, a study conducted in Port Harcourt Nigeria to study the effect of people resource planning on the performance of companies in the petroleum sector, revealed a strong influence of human resource planning on the performance of these organizations through the reliable forecast of the organization's future demand, thus allowing for better and qualitative management of their human capital demands (Anyia et al., 2017). Another study conducted on some selected banks within the banking sector of the Kenyan economy on the effect of people resourcing strategy revealed a strong relationship between human resource strategy and the level of performance exhibited by the selected banks. The study concluded with a recommendation for banks to properly document and develops appropriate human resource planning to enhance the performance of both organization and employee (Ngui et al., 2014).

Similarly, Katua et al. (2014) also revealed that human resource planning can significantly enhance the performance of an organization and therefore, recommend that small, medium and large organizations alike make a conscious approach to the process of documenting appropriate human resource planning strategies aimed at improving the performance of their organization and employees. All these researches reveal a relationship between human resource planning and the performance of an organization. From the

conclusions and recommendations of these research works, one absolutely clear thing is that human resource planning plays a crucial role in enhancing the performance of both the organization and its employees. Despite the overwhelming evidence to support the role of human resource planning in organizational performance one thing is certain, the fundamental function of human resource planning within any organization is to ensure that all the various departments of the organization at any given time possess the right skill type and deployed to the right Job function (George, 2017; Amaratunga, 2012 as cited in Janes, 2018).

2.3 ORGANIZATIONAL PERFORMANCE AND LEADERSHIP COMPETENCIES.

One major setback to an effective human resource planning process in Nigerian organization according to Edeh and Dialoke (2016) is the challenge of leadership competence. Therefore, to fully understand human resource planning in the Nigeria Insurance sector there is the need to discuss leadership competence and the role it plays in human resource planning both within and outside the confines of Nigerian organization. This is necessitated by one of the research's objectives which geared towards assessing how the leadership style at NICON impacts its human resource.

The nature of the working culture put in place by leaders of an organization and their general level of competency will determine the success of the organization (Soebbing et al., 2015). A study conducted by Ssekakubo et al. (2014) on the effect of leadership competency on organization performance concluded that the level of competency exercise by leaders can lead to an improvement in employee performance, and made evidence via the improvement observe in the organization's performance. The desire to be addressed as leaders rather than managers in the world of management has contributed to the increasing attention given to the subjection of organizational leadership (Pradhan & Pradhan, 2015). Leadership according to McNair et al., (2011), is the art which involves the proper motivation of people to work appropriately to achieve a common objective.

Lee et al., (2015) viewed leadership competency as the ability to create followership through the proficient display of skills and knowledge (Lee et al., 2015). Pradhan and Pradhan (2015) in their argument insisted that the only way to effectively measure leadership competency is through the measure of the organization's performance. Competency in leadership is built on many factors like self-confidence, charisma, ethics, intellectual drive, courage etc. Asree et al. (2010) added that integrity, transparency, dedication, vision and creativity among the leaders of organizations can ensure the better performance of their employees. According to

Siddique (2012), as cited in Basher 2016, there is a strong relationship between organizational performance and leadership competency. The nature of this relationship can be further explained using the iceberg model as put forward by Bello (2012). This model categorized leadership competency into dominant and hidden competency. The dominant competency involves the application of leadership and managerial knowledge and skill by leaders of organizations to achieve the organization goals, while hidden competency, on the other hand, involves the application of the leader's personal and social skill and thus serving as an advantage in the pursuit to achieve the organization's goals. The dominant competency is aimed at ensuring the optimum performance of the employees of an organization to meet the short and long-term objectives of the organization, thereby contributing to the organization's success and performance (Bello, 2012). A study conducted in the United Arab Emirates(UAE) by Bass and Steidlmeier (1999) as cited in Basheer et al., (2016) on the effect of leadership competency on the performance of Fly Emirates concluded that the level of success experienced by the fly emirates can be attributed to the level of competency within its leadership. Globalization has also ensured that the performance of organizations become dependent on the efficiency and flexibility of the organization's leadership style (Soebbing et al., 2015).

Siddiqu (2012) conducted a similar study on that organization in UAE and came to the same conclusion. These studies attribute the success recorded by these organizations to the well-refined managerial and leadership strategies employed by these organizations. A leadership strategy that is not just focused on achieving improved organizational performance via the enablement of their employee to attain a level of optimum performance and efficiency.

2.4 HUMAN RESOURCE PLANNING IN NIGERIA

Despite the advent of information technology leading to the development of advanced artificial intelligence, human capital remains the most valuable and adapted asset of organizations (Francis et al., 2011). The need for the business organization globally to adopt functional strategies to human resource planning is becoming more and more evident, as such, more organization are beginning to accept human resource planning as a key component of their organization (Farman et a., 2013). Globalization has changed the way businesses are conducted in recent times through the provision of a fast and reliable communication network. It has broadened the market competition for businesses and thereby forcing businesses to scale up and improve to remain relevant.

Nigeria based studies like Anyadike (2013), Chukwuma (2015), Anya et al., (2017) and Continue and Edeh (2017) have all indicated the presence of human resource planning in Nigeria organization. There is a rapid global acceptance for human resource planning due to its impact on organizational performance but a critical evaluation of Nigeria will reveal that business organizations and owners alike are facing immense daily challenges and in a state of predicament due to the constant changing internal and external environment (Christopher et al. 2012).

Despite proofs for the ability of human resource planning in Nigerian organizations, there are still indications of the organization performing below standard and the reason for this under-performance according to Anyadike (2013) is inadequate people resource planning. Although human resource planning is evident in Nigerian organizations, it is plagued by various challenges and barriers. According to Dialoke and Edeh (2020), one fundamental challenge to effective human resource planning in Nigeria is inadequate human resource planning. The leading factor to inadequate human resource in Nigeria is underfunding of the human resource planning process and most organizations in Nigeria are characterized by this factor (Fajana et al., 2011). The challenge of favouritism and tribalism is another concern raised by Edeh and Dialoke (2016). They observed from their study that most times rather than using the employee competency and the estimation from human resource planning as means for recruitment, frontline leaders and managers of organizations in Nigeria conduct recruitment in a way and manner that offers more consideration to their friend and relatives who in many cases are less suited for those roles. In addition to the above challenge, Edeh and Dialoke (2016) also cited under-funding as another major challenge to human resource planning in Nigeria. Continue and Edeh (2017) further noted, that different economic sectors in Nigeria like the insurance sector is predominantly populated by people from a specific region, thereby making it difficult to fully apply the result of human resource planning. In line with the view raised by Edeh and Dialoke (2016), Continue and Edeh (2017) also attributed the reason for having a sector populated by people from one specific region to tribalism and nepotism. They further assert the reliance of human resource personnel's on the recommendation and reference of commissioners, governors, service chiefs, community head and the likes.

The various factors affecting human resource planning in Nigerian are categorized into internal and external factors (Dialoke, 2016). External factor includes government policies, changing economic factors (inflation and deflation), and changing political climate.

Other external factors may include globalization and innovation in science and technology, market competition, nature of human resource etc. The internal factors include things like funding, organizational size and structure, labour turn over, the response of the organizational business development. Despite Nigeria is a country with vast potential, there is an urgent need for the appropriate management of its human resource for it to progress as a nation, reach its full potential and compete favourably in the international community. Having highlighted some of these challenges, this study will attempt to evaluate the impact of human resource planning on the performance of organizations in Nigeria, using The National Insurance Corporation of Nigeria as a case study.

2.5 THE NIGERIAN INSURANCE SECTOR

For decades in emerging economies like that of Nigeria, the risk management system have employed a reactive approach to risk financing, an approach which over the years have become even more unsustainable due to several factors. There is an increase in the vulnerability of this approach as these economies grow and increase their accumulation of assets which leads to an increase in losses and other disasters (Arnold, 2008; Alonso-Almeida, 2015). Until recently the Nigerian government has done little or nothing in this regards. Over the past decades, there has been growing attention by the government of Nigeria to the financial sectors of the economy with little or no attention given to other sectors like the insurance sector.

The insurance business in Nigeria was first introduced by the British Trading Companies, with the primary aim of benefiting the European traders who conducted their business on the coastal regions of West Africa. Since its establishment in 1879, the Nigerian insurance industries have been plagued by several factors which include: human depravity, the selfish foundation laid by the colonial masters, over expectation from investors due to the unrealistic promises by these insurances agents, economic crisis, competitive insurance schemes etc. (Ikeotuonye 2019). Recently the Nigerian government is beginning to give attention to the insurance sector and envisioned establishing an insurance industry that will be among the top 20 ranking largest insurance market globally. This vision by the Nigerian government has led to the empowerment of the Nigerian Insurance Commission (NAICOM), which is regulated by the Insurance Acts of 2003 and the National Insurance Commission Act, 1997 (Okwonkwo, 2019). Another important legislation by the Nigerian government is the Nigerian Council of Registered Insurance Brokers Act of 2003, which mandated the registration of all insurance brokers into the Nigerian Council of Registered Insurance

Brokers before they are licensed to conduct business in Nigerian thus regulating the Nigerian insurance industries to a great extent.

2.6 DETERMINANTS OF HUMAN RESOURCE PLANNING

According to Anya t al., (2017) the dimension of human resource planning factors like forecasting the organization's human resource needs and development of the strategic action to meet these needs; adequate funding, employee/individual level of competency, cultural background of the employee is another factor highlighted by (Eketu and Edeh, 2017); comparison between the organization's human resource supply against their future human resource demand (Helavalada and Julius, 2017). Other dimensions of human resource planning include recruitment and selections, training and development, succession planning and retention (Mbiu & Nzulwa, 2018 as cited in Edeh and Dialoke, 2020).based on the above different determinants of human resource planning, this study will adopt the human resource planning determinant put forward by Eketu and Edeh (2017) which are adequate funding, age, competency and cultural background. These determinants are adopted because of the essentiality of these factors to the survival of any business organization, especially within the Nigerian economy.

○ Adequate funding:

Funding is a fundamental component of human resource planning and cannot be isolated from the process of effective people resource planning. Funding serves as a tool for ensuring a smooth running of the organization's plans. Funding can help to determine the nature and numerical strength of human resource the organization can recruit and accommodate with respect to salary, training and both short and long-term compensation (Edeh and Dialoke 2016). Inadequate funding can negatively impact the process of human resource planning as it concerns the quality and quantity of human capital and on the other hand adequate funding of human resource planning can enhance the organizations level of performance and create improved competitive advantage.

○ Competency

Competency in this research work will be taken to mean the various abilities, skills set, the knowledge possessed by an individual with respect to the specific job role assigned. It is also the ability of an Individual to effectively and efficiently carry out a particular task with little

or no form of supervision. It is important to note that an individual may be suitable for a given task but not suitable for another. Hence, the need for human resource planning which is concerned with ensuring the right set of skill is given the right task at the right time.

- **Age:**

Age in this instance is used to mean the numerical value of the time a person has spent in this world which can also form a baseline for establishing the person's ability to handle certain tasks in the organization. Age is a characteristic that can be associated with different psychological or biological abilities. For example, certain job roles require able-bodied individuals while other job roles don't. The Nigeria Military age range is between 27 to 30 years and service attendants in several organizations prefer applicants between the age ranges of 22 to 27 years and this may differ in other countries (Edeh et al., 2019).

- **Cultural background:**

In this study, the definition of culture given by Continue and Edeh (2017) will be adopted, which defined culture as the set of beliefs, values system, practices and norms an individual possesses before recruitment into the organization. When undertaking the task of human resource planning it is important to take this factor into considerations, hence it might adversely impact the organization's expectation. An individual's belief system can impact their job performance.

2.7 EMPIRICAL STUDIES

Using different dependent variables, various researches have been conducted on human resource planning. A study conducted by Anya et al., 2017 on the effect of human resource planning on the performance of companies in the petroleum sector, revealed a strong influence of human resource planning on the performance of these organizations through the reliable forecast of the organization's future demand, thus allowing for better and qualitative management of their human capital demand.

Another study conducted in Kenya by Mbiu and Nzulwa (2018) as cited in Edeh and Dialoke (2020) was conducted to evaluate the influence of human resource planning on the level of productivity recorded in Kenya. The findings of the research revealed there is a significantly positive relationship between recruitment, training, development, talent retention, succession planning, deployment and the performance recorded among the council of the government in

Kenya. Still, in Kenya, research on some selected banks within the banking sector of the Kenyan economy on the effect of people resourcing strategy revealed a strong relationship between human resource strategy and the level of performance exhibited by the selected banks. The study concluded by recommending banks to document and develops appropriate human resource planning for the purpose of enhancing the performance of both organization and employee (Ngui et al., 2014).

Similar research was conducted in Zimbabwe, using their state university as the case study for the research. The finding of the research indicated lack of funding as the challenge to the success of human resource planning in Zimbabwe's unstable economy (Mkandatsama & Nyanhete, 2017). Farman, et al. (2013) found that human resource planning is positively associated with organizational performance in the United Kingdom telecom sector when he undertook a study to investigate the effect of human resource planning on organizational performance. With a sample size of ninety-five, Eketu and Edeh (2017) undertook a research to examine the relationship between organizational sustainability and human resource planning among some selected telecommunication companies in River state Nigeria. The result of their research suggested a strong relationship between organizational sustainability and human resource planning.

2.8 LITERATURE GAP

The review of existing literature revealed that several attempts have been made to provide a clear and profound conceptual meaning of human resource planning and also its impact on both employee and organizational performance. The review of existing literature also points to the conclusion that there is a global understanding of the meaning of human resource planning, its application and implementation. The volumes of resources available on the concept and applications of human resource planning indicate that it is a field with vast potential and opportunities for growth.

The literature review also indicated the presence of human resource planning in several Nigerian organizations. However, most of the research conducted in Nigeria like (Anyia et al., 2017; Oyewunm et al., 2017; Edeh et al., 2019) were done outside the insurance sector. The Nigerian insurance sector is considered the largest in Africa, contributing approximately 19% to the nation's GDP (Insurance Journal, 2020). Despite having the ability to reduce the poverty level within the Nigerian society and propel equality income, the Nigeria insurance company has continues to underperform and plagues with several challenges ranging from

lack of consumer trust, inadequate infrastructure and low underwriting players capacity (Proshare, 2021). These factors have negatively impacted the performance of the sector. In addition, a report from the National Bureau of Statistics (NBS) indicated that the Nigerian insurance sector is headed for a decline in growth and possibly suffer recession (Proshare, 2021). Therefore, this dissertation is necessitated by the need to assess the challenges plaguing the Nigeria sector and also evaluate the impact of human resource planning in the insurance sector of the Nigerian economy, using the Nigeria Insurance Corporation (NICON) which is the largest Nigerian Insurance Company as a case study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter is justified by the need to identify and discuss the various approaches employed by this research in the collection and analysis of research data, and in so doing, references will be made to “Research Onion” by Saunders, Lewis and Thornhill (2012). According to Gill & Johnson (2010), the researcher’s choice of methodology can greatly impact the approach employed in the collection of data needed to achieve the research’s overall aims and objectives. The various approaches and techniques used by the researcher in the investigation of the study area are influenced by the research methodology.

Therefore, this chapter will discuss the objectives of the research, the research framework, the philosophy adopted in the research, the research methodology which will include the approach to data collection, data collection method, sampling technique, data presentation and analysis and the justification for adopting the method. The chapter will also provide an overview of the study’s limitation and conclude with the ethical considerations adopted by the research work.

3.2 THE RESEARCH ONION

In providing an appropriate explanation for the research onion, Saunders et al., (2012) provided a detailed analysis of the different layers and aspects to be considered when developing a research strategy. They further opined that it offers a better understanding of the research methodology and the various progress and development made in the design of the methodology.

In general, the research onion provides the researcher with a general direction in the identification of issues and approached to be employed in the process and choice of data collection.

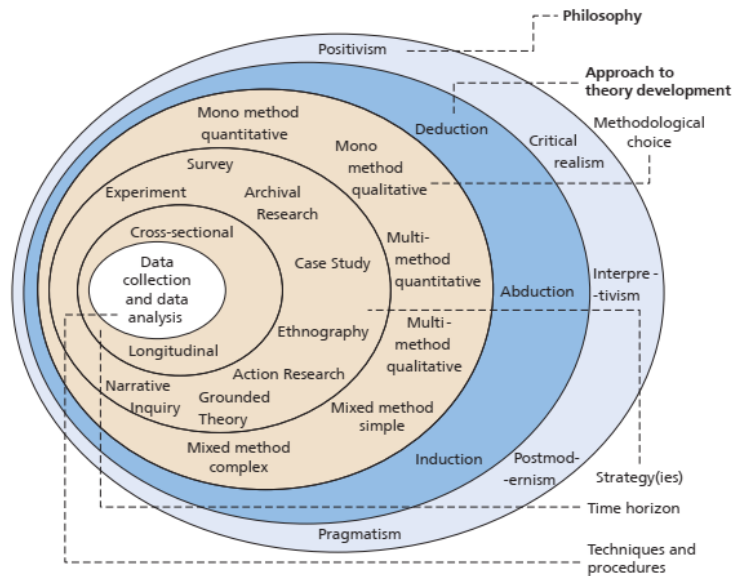


Figure 3.1 RESEARCH ONION (adapted from Saunders et al, 2012)

3.3 RESEARCH AIMS/OBJECTIVES

According to Saunders et al; (2016), the research aims and objectives are essentials tool to be considered when designing an appropriate research method. Therefore, in evaluating the impact of human resource planning on the organizational performance of the Nigeria Insurance Corporation (NICON), this research will strive to design a research methodology that will aid the achievement of the research's fundamental objectives, and In so doing assist in enhancing the knowledge and practice of human resource planning in the Nigeria Insurance Corporation (NICON) and other Nigerian organizations. In line with the above, it is therefore paramount that the research is structured in a way that will both answer the research questions and achieve the objectives of the research. This study is aimed at answering the following questions and hypothesis.

3.3.1 RESEARCH OBJECTIVES

- Assess the efficacy of human resource planning performance in NICON.
- Examine the challenges to human resource planning in the organization
- Assess the effect of NICON leadership on the human resource planning process
- Proffer possible solutions to these challenges

3.3.2 RESEARCH HYPOTHESIS

Ho1: There is no significant relationship between HRP and organizational performance

H11: There is a significant relationship between HRP and organizational performance

Ho2: There is no significant relationship between HRP and employee performance

H12: There is a relationship between HRP and employee performance

3.4 RESEARCH PHILOSOPHY

Saunders et al., (2016) describe the research philosophy as the beliefs and assumptions about the development of knowledge and the unwitting way we go about conducting the research. Similarly, Bell et al, (2018) refer to it as a belief in how data as a phenomenon should be collected, described, analysed and used logically. During a research work, there is bound to be some type of assumptions which are either consciously or unconsciously on the part of the researcher (Burrell and Morgan 2016).

In general, Research philosophy can be referred to as the various steps and approaches employed in designing an appropriate research methodology and developing the knowledge of a particular area of study. According to Saunders et al., (2016), in the field of business and management, three fundamental philosophies take centre stage and play major roles; positivism philosophy, realism philosophy and interpretivism philosophy. This research is, however, is underpinned on the positivism philosophy. Before a justification for the choice of philosophy is given, here is an overview of the three dominant philosophies in business and management (Saunders et al., (2016).

3.4.1 Positivism

This philosophical approach and the quantitative method to data collection are seen to be more dominant within social science (Burrell and Morgan 1979; Crotty 1998) as cited in Saunders et al., (2019). Positivism as adopted by natural scientist as a tool in data collection in relation to observable reality is usually aimed at creating a law-like assumption and generalization. The positivism philosophy promises to ensure unambiguous, bias-free and accurate knowledge of the study (Saunders et al., 2019). They also stated that positivism focuses and places emphasis on the development of an approach and method that will yield

the production of reliable data. Positivism is aimed at ensuring the neutrality of the data collected by attempting to detach it from the research which may result in the use of existing theories in the development of the research hypothesis (Saunders et al., 2016).

3.4.2 Realism

Realism relies generally on the concept of independence of reality from the perspective of the human mind. The realism philosophy is categorized into two groups namely; Critical Realism which argues that although human can experience the sensation of the real world, the images and sensations of the real world can be deceptive and do not portray the reality of the world (Saunders et al., 2012) and the direct realism which can be summarized as “what you see is what you get” (Novikov and Novikov, 2013). Direct realism accepts the concept of the world as relative unchanging and thus employs the instrumentality of the human sense to portray the world (Saunders et al., 2012).

3.4.3 Interpretivism

Interpretivism on like the positivism philosophy assumes that access to the reality under investigation is only possible through social connections like consciousness, language, instruments and shared meaning (Myers, 2008). Saunders et al., (2012) stated that interpretivism focuses majorly on meaning and as such can employ the use of multiple methods to establish varying views of the issue. Saunders et al., (2012) also posited that interpretivism is flexible and the subjective data collected are structured socially in a way that gives meaning to the situation and in a much broader view, it assists the researcher in understanding and appropriately interpreting the phenomenon by ensuring the clarity of the researcher’s value deposition when making the necessary ethical consideration of the research.

3.4.4 JUSTIFICATION FOR RESEARCH PHILOSOPHY

This research work is underpinned on the Positivism philosophical approach as a means to appropriately evaluate the impact of human resource planning on the organizational performance of Nigerian Insurance Corporation (NICON).

The adoption of this philosophical approach is thereby justified by the need to adopt an approach that offers objectivity and the need according to Saunders et al., (2016) to adopt a philosophy that best suits the research fundamental aim and objective.

Besides, this approach is suitable for use with studies dealing with human behaviour (Siponen and Tsohou, 2018). Positivism according to Siponen and Tsohou (2018) is often employed in human behavioural research such as this present study and is governed by the positivist view which ensures there is objectivity in the realities of variables that can be measured and proven (Siponen and Tsohou, 2018). Similarly, Saunders et al (2016) opined that this philosophy is more suited and appropriate for the quantitative method which is the method adopted by this research work in gathering the data on research participants on the impact of human resource planning on the performance of The Nigerian Insurance Corporation. Bernard, (2017) also posited that the quantitative methodology is found to be consistent with the positivist paradigm which majors on measurable variable via the use of statistical techniques.

3.5 RESEARCH APPROACH

It is important that researchers adopt the appropriate approach to research as the approach adopted whether it is the deductive or inductive approach can impact the outcome of the research work (Ghauri, Grønhaug and Strange, 2020). The deductive, induction and abductive approach to research are the two major approaches:

Deductive approach:

This approach is aimed at the investigation of existing concepts and theories and the deduction of testable and measurable propositions to analyse the consistency and reliability of the phenomenon derived from existing research (Saunders et al (2012). According Blaikie (2010), the deductive approach is employed basically for the analysis of the existential relationship between casual variable and concepts. This approach is suitable for research in areas where there are abundant literature and existing work, such as the conceptual meaning and impact of human resource planning (Saunders et al., 2016) and hence not completely suitable for this research work since the area of this research is limited to the Nigeria insurance Corporation where there is no abundant of literature.

Inductive approach:

However, the inductive approach according to Saunders et al., (2016) is suitable for use in research areas where there is no abundant literature like the area under investigation by this research, which tends only to explore the impact of human resource planning the organizational performance of Nigeria Insurance Corporation (NICON) a research area where there is no abundant materials and hence the adoption of this approach. Secondly, in their

views, Saunders et al, (2016) also emphasized the suitability of the inductive approach for use in research with a small sampling population like this research which adopts a small sample size of 100.

Abductive approach: According to saunders et al., (2016) when a research works begins with theories and ends with data it is deductive, if the research begins with data and ends with theory is considered inductive and when the research uses the two approach interchangeably it becomes the abductive approach. A critical analysis of this research work indicates that both approaches are essential as the research work will move back and forth between theories and data. Therefore, the abductive approach will become more suitable in this research work since this research work deals with the conceptual meaning and impact of human resource planning on organization performance as well as the impact of human resource planning as it relates to Nigeria Insurance Corporation.

Conclusively, like the inductive approach, the opportunity offered by the abductive approach to develop on existing theories, identify themes, generate an untested conclusion and inferences make this approach much suitable for his research.

3.6 DATA COLLECTION APPROACH

The approach to data collection is a crucial aspect of the research work. Saunders et al., (2016) posited the method adopted by a researcher should be informed by the nature of the research and study objectives, a view supported by Kalemien and Rumens, (2008) who advocated for the adoption of a data collection method by researchers that best suits their research objectives and goals (Kalemien and Rumens, 2008). Two fundamental approaches to data collection are the qualitative approach and the quantitative approach.

Qualitative Method:

Qualitative data simply refers to non-numeric information, hence qualitative research unlike the quantitative approach uses interpretative methods, which attempts to gain an in-depth understanding of specific meanings and behaviours within the context of a particular social phenomenon via the participant' subjective experience (Polgar & Thomas, 2000). While the quantitative method uses a systematic approach and employs the use of numerical figures the qualitative employs the use of description and category to study and research human realities and experiences from the standpoint of the subject's perspective (Palmer et al., 2006). This method according (Myers, 1999) is designed to assist researchers to achieve an in-depth

understanding of people within the social and cultural context of their lives. The qualitative method is time consuming (Punch, 2000) hence making it unsuitable for this research work.

Quantitative Method:

This method of data collection involves the collection of numerical data as a means of expressing the relationship between existing theories and research as a predilection to the approach of natural science and an objectivist conception (Bryman and Bell, 2015). In other words, it attempts to measure the relationship between measurable numerical variables.

Bryman and Bell, (2015) further posited quantitative method of data collection are time-effective and the findings and results can be easily presented, compared, analysed and generalized. Hence, this method is most suitable for this research work.

This research adopts the quantitative research method. Employing this approach, the primary source of data that provided us with the response of the research participants was collected through the instrumentality of well-structured questionnaires which was administered to employees at different levels (senior, middle and junior) in the Nigeria Insurance Corporations (NICON). The quantitative approach is most suitable in achieving the fundamental objective of this research. The quantitative approach to data collection offers to a large extent the level of suitability and reliability needed, especially when the data to be collected is related to the many attributes portrayed by humans (Saunders et al; 2016). Besides, it offers the researcher measurable attributes by providing a number of variables through the instrumentality of questionnaires which can help in minimizing the level of subjectivity (Sim and Wright, 2000).

3.7 DATA COLLECTION METHODS

Employing the quantitative method of data collection, the research will gather its primary data through structured questionnaires administered to the employees at all levels within the Nigeria Insurance Corporation (NICON). This approach was adopted due to the short time frame of this dissertation, coupled with the global restrictions in movement and social relationship due to the novel Coronavirus pandemic. The research has two sources of data:

Secondary Data:

The secondary data source for this research was collected from peer-reviewed journals, articles and online articles. The critical review of the existing literature in line with many

books and journals has assisted in the development of a broad understanding of the findings and result of previous research.

Primary Data:

The primary data will be collected via the use of a well-structured questionnaire administered to the research participants. The questionnaire approach is both cost-effective, easy to administer and time-effective (Bryman and Bell, 2015). In Saunders et al; (2016) view, this approach is well suited to the collection of data that pertain to human attributes and characters.

Questionnaire structuring:

When an objective approach is employed in a study it is important to structure the questionnaire in a way that allows the participant some degree of objective (Joshi et al., 2015), Hence the use of the likert scale in structuring this research questionnaire because rather than choosing between a yes or no option the likert scale offers the respondents the opportunity to specify their degree of agreement to disagreement with the research questions (Burns et al. 2008). Besides, the use of the likert scale in structuring the questionnaire is suitable for the Cronbach alpha method adopted by this study in determining the validity and reliability of this study (Wheeler et al., 2011). According to Saunders and Lewis (2012), there are five major ways of administering questionnaires: email, telephone, postal, face to face and web-based questionnaire. This study will adopt the email approach to administering questionnaire as it offers the degree of flexibility and freedom needed by this research in light of the restriction placed by Governments due to Coronavirus. These restrictions made it fairly easy and possible to collect data via the use of questionnaires as it offers the researcher the opportunity to easily explore and evaluate the relationships between the research variables (Bryman and Bell, 2011).

In conclusion, it is important to state that the questions asked in this research survey are drawn from emerging issues and questions raised on the impact of human resource planning on organizational performance by other scholars like (Anyia et al., 2017; Afzal et al., 2013; Bello, 2012) and care was taken to ensure these questions are in line with this research fundamental objectives.

3.8 SAMPLE SELECTION

Saunders et al., (2016) opined that when choosing an appropriate research sampling method it is important that the researcher takes into consideration several factors like the limitation of time and access to the research participants (Saunders et al., 2016). There are two basic approaches employed in determining sample sizes, the probability and non-probability approach to sample selection (Saunders, et al, 2012).

Probability Sampling:

This is the approach often used by researchers that use the survey approach in data collection (Castillo, 2009). This method of sampling rooted in the general assumption that it is possible to apply the result obtained from a small randomly selected sample to a larger sample. This method of sampling is suitable for this research work as it is in line with the research objectives

Non-Probability Sampling:

This method of sampling offers the researcher multiple ways via which the research sample can be selected from the population frame and in most cases the ways is subjected to the individual's view and judgment (Saunders et al., 2016). Although the non-probability approach is very practical when conducting a pilot test it may not allow determination of the extent of the issue under investigation (Saunders et al., 2016). The positivist approach adopted which is keen on the collection of objective data makes this method of sampling unsuitable for this research work.

Justification for Sampling Method:

Besides its alignment with the research philosophy adopted by this research, the probability sampling method was adopted because it ensures the participation of employees from all levels and grades of the population sample (Kothari, 2004). Due to the constraints of time and other environmental factors which have negatively impacted the research design, planning and implementation of the research work it becomes necessary that the research sample be limited. For instance, the current restriction in movement and socialization as a result of the novel coronavirus, the huge amount of resource needed to effectively administer the questionnaire to a large number of random employees the Nigerian Insurance Corporation (NICON) and the enormous amount of time needed for data collection, analysis and interpretation it becomes necessary to limit the study sample, the research adopted a simple

random sampling technique postulated by Mugenda and Mugenda (2003) to select a sample size of 100 from the employees at all levels of the administrative and human resource departments of the Nigerian Insurance Corporation (NICON). The sampling size was also influenced by the staff strength at all levels and department of the Nigerian Insurance Corporation.

The sample size adopted was gotten using the equation below:

$$n = \frac{N}{1 + N(e)^2}$$

Where

n = the sample size to be determined

e= Confidence interval at 10% for this research which is (0.1)

N= population sample or in this case the total staff strength at NICON which is 1,201

Applying the equation

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{1201}{1 + 1201(0.1)^2}$$

$$n = 92.31$$

But with respects to the staff strength of NICON, the possibility of not retrieving some questionnaires and the adoption of the simple percentage method where a sample size of 100 will be represented by 100% a study sample size of 100 was adopted.

3.8.1 QUESTIONNAIRE PILOTING

Emphasizing the need for a pilot study Sim and Wright, (2000) opined that the pilot test offers the researcher the opportunity to test the research instrument. Saunders et al., (2009)

further stated that the use of a pilot test allows the researcher to properly evaluate and assess the questionnaire content and determines its level of validity and reliability and also ensure there are no problems pose by the data collected via the questionnaire during the process of data analysis and computation. De Vaus, (2014) opined that there is a need for the piloting of even previously used questions, in order to align them within the context of the present study. Therefore in line with the above, this research worked is structured to conduct a pilot test to test the suitability of the questionnaire as a research instrument. Due to the limitation of time and restriction, the research will conduct its pilot test through the assistant of professional academic colleagues. This test is necessary in order to determine if the questionnaires contained elements that may compromise the credibility and neutrality of the data collected.

The questionnaire piloting revealed the need to restructure some of the questionnaire, citing factors like the difficulty in the language used and the structure of some of the questions asked may present difficulty to some of the research participants and thereby jeopardizing the credibility of the answer. In line with the above, the questionnaire was restructured to adopt a more direct language and structure for the questions asked.

3.8.2 DATA PRESENTATION AND ANALYSIS

Version 26 of the Statistical Package for Social Sciences (SPSS) was used for the presentation of the collected data. This version of the Statistical Package for Social Sciences (SPSS) is the most widely recognized and used among business and management students (Bryman & Bell, 2011; Burns & Burns, 2008).

The quantitative data collected through the instrumentality of the questionnaire was checked by the researcher to ensure the absence of inconsistency that may affect the overall findings and results gotten from the analysis of the data. The quantitative data were analysed with the aid of descriptive statistics and represented appropriately by means of diagrams and tables. The Chi-square techniques will be adopted to test the research hypothesis and establish the level of variable and data dependency or independency.

$$X^2 = \sum \frac{(F_o - F_e)^2}{F_e}$$

Where:

\sum = Summation

X^2 = Chi-square value

F_0 = Frequency Observed

F_e = Frequency Expected

3.9 LIMITATIONS

A research work irrespective of the approach adopted is bound to face challenges. This research work is limited by the following: the survey approach employed by the research through the instrumentality of questionnaire makes it difficult to administer to the total research population, hence the adoption of a research sample size which was gotten from the simple random sampling techniques as postulate by Mugenda and Mugenda (2003). Although the approach employed in deciding a research sample size can produce a number of errors, however, according to Armstrong (2009) statistical methods and technique can be used to establish a confidence limit. In addition, this research was also limited by the use of a structured questionnaire which could limit the research participant's opinion.

Another major limitation to this study was time constraints coupled with the global restriction posed by the novel coronavirus. The restriction placed by institutions and the government has limited the research primary source of data to the use of only questionnaire as the use of interview was not feasible. Despite the data obtained from interviews would have greatly enhanced the overall quality of the research (Saunders et al., 2016).

3.9.1 ETHICAL CONSIDERATIONS

Ethics according to Durkheim, (2013) Ethics can be defined as the moral principles guiding the conduct of a group of people or professionals. Research works are mandated to follow ethical procedure both in the collection, storage and analysis of data (Saunders et al.,2012). According to Bell and Bryman, (2007, one ethical consideration of research work is to structure the research in a way that does not inflict harm on the research participant and Fink, (2015) stated that another ethical consideration is to ensure that full consent is gotten from the research participants. In line with the above, the research questionnaire is structured in a way to protect client privacy by ensuring no provision is made for client name or means of identification, also each research participants will be given a consent form attached to the questionnaire describing the purpose and voluntary nature of the research as captured in appendix 1 (see appendix 1 for more details). In addition to the ethical guidelines provided by

the National College of Ireland, all information regarding client will be kept in a secure folder during the period of the research work and after the research, all existing hard copies of the questionnaires will be safely discarded by burning to ensure there is no compromise of respondent data.

CHAPTER FOUR

PRESENTATION OF FINDINGS, RESULTS AND ANALYSIS

4.1 INTRODUCTION

This chapter deals with the presentation, analysis and discussion of the primary data collected via the use of the questionnaire. This dissertation was designed to evaluate the impact of human resource planning on the performance of the Nigeria Insurance Corporation (NICON) as such, the data collection process was designed to enhance the collection of data that will aid these evaluations. The data analysis was conducted in line with the studies objectives. The primary data collected where were first checked to ensure the absence of inconsistency that may affect the overall findings of the result before they were analysed with the aid of descriptive statistics and represented appropriately by means of diagrams and tables. The Chi-square test was adopted to test the research hypothesis and establish the level of variable and data dependency or independency.

4.2 RESPONSE RATE

The research originally intended to administer the survey to all staff of the Nigerian Insurance Corporation (NICON) but due to the constrained of time coupled with the Coronavirus pandemic the research was forced to adopt a population size of 100 respondents to ensure manageability of the data.

The questionnaire was administered by means of mail and a total of 100 questionnaires were distributed to the research respondents. The table below gives a representation of the research response rate.

Table 4.2 Research Respondents

Questionnaire	Frequency	percentage
Distributed	100	100%
Retrieved	98	98%
Invalid	9	7%
Valid	89	89%

Source: Field Data

Table 4.2 above indicated that of the 100 questionnaire distributed to the research participants, 98 were successfully retrieved from the respondents, and of the 98 questionnaire retrieved 9 were considered invalid due to incomplete and inappropriate filling of the research questionnaire. The research response rate is set at 89% per cent which is within the acceptable limits. According to Keeter et al. (2017) a response rate ranging from 70% and above in a research survey is credible and can be used to provide excellent research analysis and subsequently as a benchmark and baseline for further studies.

4.3 RELIABILITY AND VALIDITY TEST

The measure of reliability is a way through which a research's validity and quality can be ascertained (Heale and Twycross, 2015). According to Lakshmi and Mohideen, (2013) it is used in the identification of the level of accuracy in the research's technique and methodology. In every research work that involves the collection of data, there is a need for a reliability test as it relates to the level of consistency in the research instrument (Huck, 2007) and also in line with the view of Taber (2018) who emphasize the need for the data collected from a survey to be generally acceptable especially when employed as a means via which internal consistency of the data analysis can be measured or assessed. Internal consistency is the measure of the extent to which the various items on the questionnaire or research instrument measure the same construct (Bolarinwa, (2015).

There are different approaches via which a research's reliability and validity can be ascertained but this study will adopt the Cronbach's alpha method. The Cronbach's alpha approach is suitable in determining the reliability of research that deals with human characteristics (Smallbone and Quinton, 2004) like in this case where this research is evaluating the impact of human resource planning on the performance of the Nigeria Insurance Corporation (NICON). Besides, the Cronbach's alpha approach is also employed in research like this one which uses Likert's scale in the structuring of the research questions and questionnaire (Wheeler et al., 2011). According to Vaske et al, (2017) the Cronbach's alpha approach was designed to determine the degree of accuracy in the method adopted by the research to measure the different variables. Using the SPSS software the reliability test was conducted based on 24 questions used in the survey and the result given in table 4.3 below. According to LoBiondo-Wood and Haber, (2014) the test is used in establishing the reliability of the research instrument.

Table 4.3 Cronbach's Alpha Coefficient

Cronbach's Alpha	Number of item
0.943	24

Source: computation of field data using SPSS software

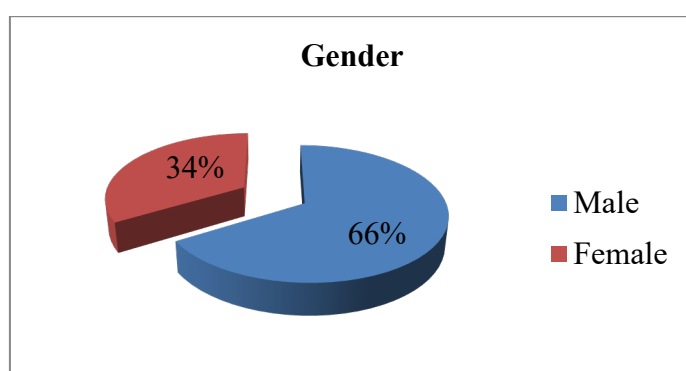
Despite no standardized method exist for measuring a research's level of internal consistency, a coefficient value that is below 0.6 will be considered inappropriate and questionable while a coefficient value greater than 0.7 is considered good and acceptable (McNeish, 2018).

Several researchers like (Robinson, 2011; Burns and Burns, 2008) have come to agree on a minimum acceptable value of 0.7 as the measurement of the coefficient of internal consistency. Table 4.3 above indicated that the coefficient of Cronbach's Alpha obtained is well within the acceptable limit.

4.4 DEMOGRAPHY DATA OF RESPONDENTS

The first six questions in the survey were structured to obtain information regarding the demographic of the respondent. This was necessary because it will assist in providing insight into the nature of respondents used in the research. The demographic data included: gender, age, marital status, educational qualification, work experience and present job role at the organization.

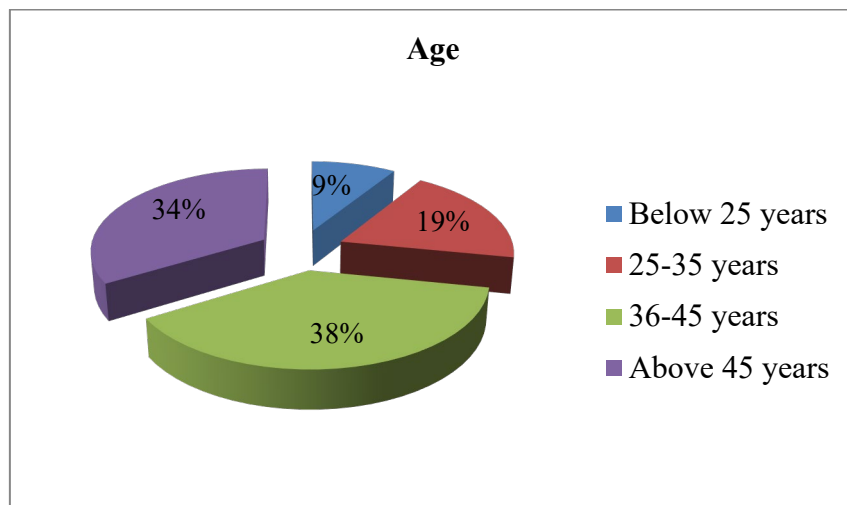
Figure 4.4.1 Gender Classification



Sources: Field data

The result of figure 4.4.1 above indicated that a majority of the research respondents are from the male gender. The male accounted for 66% and the female makes up only 34% of the respondent.

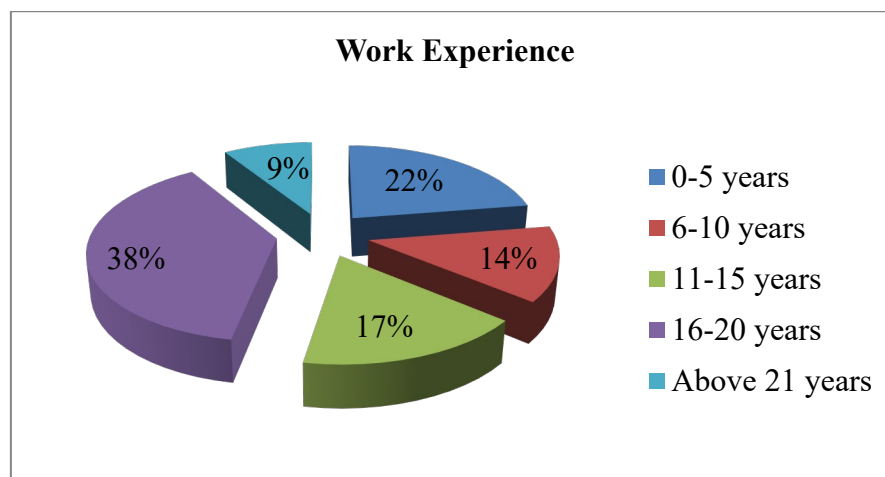
Figure 4.4.2 Age Classification



Sources: Field data

From the Figure above, a larger fraction of the respondents are those within the age group 36-45 years. Respondent below 25 years make up 9.0%, age group 25-35 year make up 19%, 36-45 years makes up 38% and above 45 years makes up 34% of the total respondents.

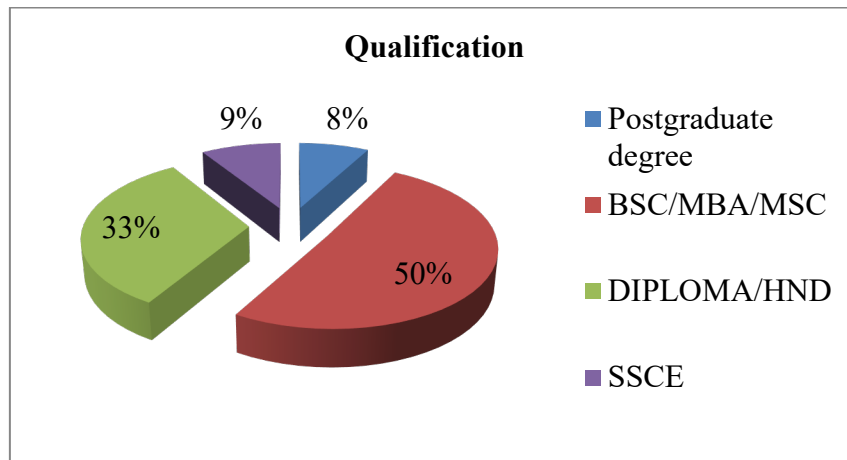
Figure 4.4.3 Work Experience Classification



Sources: Field data

Classifying the respondents by work experience revealed, 22% have 0-5 years, 14% have 6-10 years, 17% have 11-15 years, 38% have 16-20 years and only 9% of respondents have above 21 years of experience.

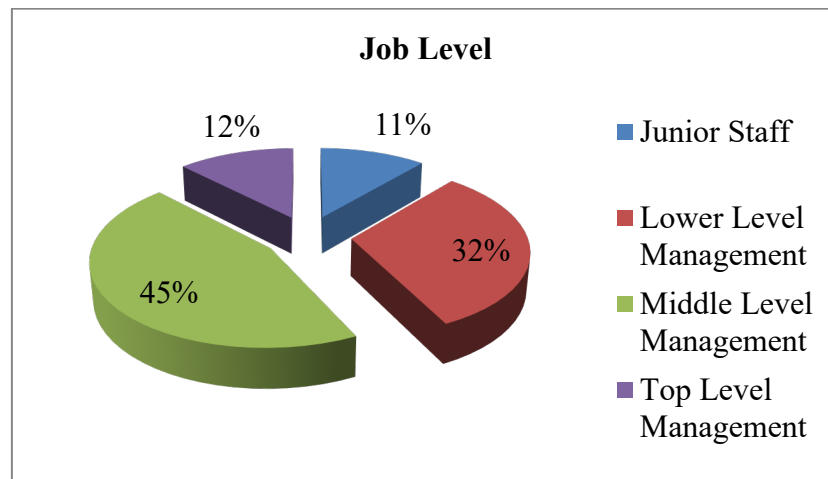
Figure 4.4.5 Classification of respondents by Educational Qualification



Sources: Field data

Figure 4.4.7 indicated that of the 89 research respondents, 9.0% possess a senior secondary school certificate examination (SSCE), 32.6% have a diploma or higher national diploma, 50.6% have obtained their either a first or both first and second degree and only 7.8% of the respondents have obtained a post-graduate degree.

Figure 4.4.6 Job Level Classification



Sources: Field data

Figure 4.4.6 above indicated that of the 89 employees of NICON used in the research, 11.2% are members of junior staff, 31.4% are lower-level management staff, 45% are middle-level management staff and 12.4% belong to senior-level management staff.

4.5 RESULTS AND FINDINGS

Discussed below are the results of the survey conducted on the impact of human resource planning on organizational performance, using the Nigeria insurance Corporation (NICON) as a case study. The questionnaire used for the survey was structured using the Likert scale where 5=Strongly Agree, 4=Agree, 3= Undecided, 2=Disagree and 1=strongly disagree. This will serve as a scale for measuring the level of respondent's opinions.

4.5.1 Assess the Efficacy of Human Resource Planning Performance in NICON

This section of the dissertation was structured in line with the objective one of the research which is to assess the efficacy of human resource planning performance in NICON. The result of the survey is given in table 4.5.1a and 4.5.2b below.

Table 4.5.1 Survey Responses to Q1, Q2 and Q3

STATEMENTS	SD	%	D	%	U	%	A	%	SA	%	TOTAL	%
Q1. NICON undertake annual human resource planning	0	0	4	4.5	10	11.24	21	23.6	54	60.7	89	100
Q2. There is an extensive knowledge of Human resource planning in NICON	12	13.5	36	40.4	11	12.4	20	22.5	10	11.2	89	100
Q3. There is effective human resource planning in NICON	12	13.5	35	39.3	14	15.7	19	21.3	9	10.1	89	100
Valid N (listwise)											89	

Sources: Field data

Interpretation

The outcome of the question above was used to establish the efficacy of human resource planning in NICON and from the computation, as shown in the table above, of the 89

research respondent 60.7% strongly agree and 23.6% agree that NICON undertakes annual human resource planning. 11.2% disagree with the statement and a total of 4.5% are undecided about their opinion of the statement.

The outcome of statement Q2 revealed that 11.2% strongly agree, 22.5% agree, 12.4 are undecided, 40.4% disagree and 13.5% strongly disagree to the statement “There is an extensive knowledge of Human resource planning in NICON”

Similarly, the outcome of statement Q3 showed that 10.1% strongly agree, 21.3%% agree, 15.7% are undecided, 39.3% disagree and 13.5% strongly disagree with the statement “There is effective human resource planning in NICON” indicating that a greater percentage of the respondent didn’t agree that NICON has an effective human resource planning.

Results

With a greater percentage of respondents disagreeing to the statement implying the presence of effective human resource planning at NICON, a conclusion can be drawn that there is no effective human resource planning in NICON. A finding which also in line with the study of Dialoke and Edeh (2020) who posited that there is an ineffective human resource planning process in several Nigerian organization and went on to link the fundamental cause of the problem to inadequate human resource planning.

4.5.2 Examine the Challenges to Human Resource Planning in NICON

This section of the dissertation was structured in line with objective two of the research which is to examine the challenges to human resource planning in the organization. The result of the survey is given in table 4.5.2a and 4.5.2b below.

Table 4.5.2 Survey Responses to Q20, Q21, Q22, Q23 and Q24

STATEMENTS	SD	%	D	%	U	%	A	%	SA	%	TOTAL	%
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Q20. Inadequate funding is a challenge to human resource planning in NICON insurance	8	9.0	12	13.5	13	14.6	36	40.4	20	22.5	89	100
Q21. External factors like, tribalism and nepotism are challenges to human resource planning in Nigeria	7	7.9	12	13.5	17	19.1	40	44.9	13	14.6	89	100
Q22. Political influence is a challenge to human resource planning in Nigeria	9	10.1	10	11.2	15	16.9	37	41.6	18	20.2	89	100
Q23. Employee age and cultural background are limitation to effective human resource planning	6	6.7	17	19.1	17	19.1	39	43.8	10	11.2	89	
Q24 The human resource planning process in NICON is without bias	18	20.2	37	41.6	15	16.9	10	11.2	9	10.1	89	100
Valid N (listwise)											89	

Sources: Field data

Interpretation

The results from the tabular representation of the responses gave insight to some of the challenge plaguing human resource planning in NICON. For example, the outcome of statement Q20 showed that 20% of respondents strongly agree, 36% agree, 14.6% are undecided, 13.5% disagree and 9% strongly disagree with the statement “Inadequate funding is a challenge to human resource planning in NICON insurance”.

The outcome of statement Q21 showed 14.6% of respondents strongly agree, 44.9% agree, 19.1% are undecided, 13.5% disagree and 7.9% strongly disagree with the statement “External factors like tribalism and nepotism are challenges to human resource planning in Nigeria”.

Similarly, the outcome of statement Q22 showed 20.2% of respondents strongly agree, 41.6%

agree, 16.9% are undecided, 11.2% disagree and 10.1% strongly disagree with the statement “Political influence is a challenge to human resource planning in NICON”.

Also, the outcome of statement Q23 showed that 11.2% of respondents strongly agree, 43.8% agree, 19.1% are undecided, 19.1% disagree and 6.7% strongly disagree with the statement “Employee age and cultural background are limitations to effective human resource planning”.

And lastly, the outcome of statement Q24 showed that only 10.1% of respondents strongly and 11.2% agree to the statement “The human resource planning process in NICON is without bias. This leaves us with 16.9% who are undecided, 41.6% who disagree and 20.2% who strongly disagree with the statement.

Results

In tandem with the findings of Continue and Edeh (2017) and Edeh and Dialoke (2016), analysis of the response above indicated that inadequate funding, political influences, tribalism, nepotism, employee age and cultural background are all challenges to human resource planning in NICON

4.5.3 Assess the Impact of NICON Leadership on its Human Resource Planning

This section of the dissertation was structured in line with objective three of the research which is to assess the effects of NICON leadership on the human resource planning process. The result of the survey is given in table 4.5.3a and 4.5.3b below

Table 4.5.3 Survey Responses to Q15, Q16, Q17, Q18 and Q19

STATEMENTS	SD	%	D	%	U	%	A	%	SA	%	TOTAL	%
Q15. The leadership style at NICON influence it human resource planning process	2	2.2	6	6.7	8	9.0	55	61.8	18	20.2	89	100
Q16. Managers at NICON ensure there is proper task delegation among employees	7	7.9	14	15.7	8	9.0	40	44.9	20	22.5	89	24.5

Q17. The managers in NICON are well equipped to carry undertake human resource planning	12	13.5	31	34.8	11	12.4	28	31.5	7	7.9	89	100
Q18. Managers in NICON possess a shared understanding of HRP and how to achieve it.	11	12.4	25	28.1	16	18.0	31	34.8	6	6.7	89	100
Q19. Managers in NICON lead by example and thereby motivate employees to perform harder	13	14.6	32	36.0	12	13.5	25	28.1	7	7.9	89	100
Valid N (listwise)											89	

Sources: Field data

Interpretation

The result obtained from the table above indicated that Human resource planning at NICON is influenced by its leadership. For example, the results of statement Q5 indicated that out of the 89 respondents used in the research, 20.2% strongly agree, 61.8% agree, 9% are undecided, 6.7% disagree and 2.2% strongly disagree with the statement “The leadership style at NICON influence it human resource planning process”.

The outcome of statement Q16 showed 22.5% of respondents strongly agree, 44.9% agree, 9.0% are undecided, 14% disagree and 7.9% strongly disagree with the statement “Managers at NICON ensure there is proper task delegation among employees”.

Similarly, the outcome of statement Q17 showed 7.9% of respondents strongly agree, 31.5% agree, 112.4% are undecided, 34.8% disagree and 13.5% strongly disagree with the statement “The managers in NICON are well equipped to carry undertake human resource planning”.

Also, the outcome of statement Q18 showed that 6.7% of respondents strongly agree, 34.8% agree, 18.0% are undecided, 28.1% disagree and 12.4% strongly disagree with the statement “Managers in NICON possess a shared understanding of HRP and how to achieve it”.

Lastly, the outcome of statement Q19 showed that only 7.9% of respondents strongly and 28.1% agree to the statement “Managers in NICON lead by example and thereby motivate employees to perform harder”. This leaves us with 13.5% who are undecided, 36.0% who disagree and 14.6% who strongly disagree with the statement.

Results

Analysis of the response from statement Q15, Q16, Q17, Q18 and Q19 leads to the conclusion that the leadership style and system in place at NICON has a strong impact on its human resource planning which is in line with the findings of Asree et al. (2010) and that of Edeh and Dialoke (2016) who cited leadership as one of the major challenges to human resource planning in Nigeria.

4.6 HUMAN RESOURCE PLANNING AND ORGANIZATIONAL PERFORMANCE IN NICON

This section of the research is designed and structured in line with the research hypothesis one which are.

- Ho1: There is no significant relationship between HRP and organizational performance in NICON
- H11: There is a significant relationship between HRP and organizational performance in NICON

Therefore, we will attempt to establish by means of a series of statements used in the research survey if there is a relationship between human resource planning and organizational performance in NICON. Statement Q4, Q5, Q6, Q7, Q8 and Q9 were structured to serve as a means for establishing the relationship between human resource planning and organizational performance in NICON. The results obtained from the computation of the survey responses are shown in table 4.6a and 4.6b below.

Table 4.6a Descriptive statistics of Q4, Q5, Q6, Q7, Q8 and Q9

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Error	Std. Deviation
Q4	89	1.00	5.00	3.5730	.10465	.98728
Q5	89	1.00	5.00	3.6517	.11198	1.05638
Q6	89	1.00	5.00	3.7303	.10077	.95065
Q7	89	4.00	5.00	4.2135	.04368	.41209
Q8	89	1.00	5.00	3.3708	.11676	1.10147

Q9	89	1.00	5.00	3.5843	.12963	1.22297
Valid N (listwise)	89					

Sources: Field data

Table 4.6b Survey Responses to Q4, Q5, Q6, Q7, Q8 and Q9

STATEMENTS	SD	%	D	%	U	%	A	%	SA	%	TOTAL	%
Q4. Human resource planning in NICON helps in boosting employee performances	5	5.6	9	10.1	13	14.6	54	60.7	8	9.0	89	100
Q5. NICON ensures that it has the right people and skill set.	4	4.5	12	13.5	10	11.2	48	55.9	15	16.9	89	100
Q6. NICON Ensures that employees are developed in the right way	3	3.4	10	11.2	7	7.9	57	64.0	12	13.5	89	100
Q7. NICON undertakes appraisal annually to assess employee performance	0	0	0	0	0	0	70	77.7	19	21.3	89	100
Q8. The Human resource planning at NICON helps in the reduction of labor cost for NICON	6	6.7	23	25.8	17	19.1	35	39.9	8	9.0	89	100
Q9. The performance of NICON is influenced by its human resource planning	7	7.9	14	15.7	8	9.0	40	44.9	20	22.5	89	100
Valid N (listwise)											89	

Sources: Field data

INTERPRETATION

The result obtained from statement Q4 of the survey, 9.0% strongly agree and 60.7% agree that human resource planning in NICON helps in boosting employee performances. 14.6% are undecided, 10.1% disagree and only 5.6% strongly disagree with the statement.

From Statement Q5 of the survey, 16.9% strongly agree and 55.9% agree that NICON ensures that it has the right people and skill set. 11.2% are undecided, 13.5% disagree and 4.5% strongly disagree with the statement.

The result of statement Q6 showed 13.5% strongly agree and 64.0% agree that NICON ensures that employees are developed in the right way. 7.9% are undecided, 11.2% disagree and 3.4% strongly disagree with the statement.

Statement Q7 showed that 21.3% strongly agree and 77.7% agree that NICON undertakes appraisal annually to assess employee performance. No respondent disagreed, strongly disagreed or is undecided about the statement.

From results obtained in statement Q8, 9.0% strongly agree and 39.9% agree that Human resource planning at NICON helps in the reduction of labour cost for NICON. 19.1% are undecided, 25.8% disagree and 6.7% strongly disagree with the statement above.

Lastly, the outcome of statement Q9 indicated that 22.5% of respondents strongly agree and 44.9% agree that the performance of NICON is influenced by its human resource planning. However, 9.0% are undecided, 15.7% disagree and 7.9% strongly disagree with the statement.

RESULT

Analysis of the overall outcomes of the result above confirmed the alternate hypothesis (H11) which states there is a significant relationship between HRP and organizations performance. Nonetheless, this would be further tested using the Chi-square test.

4.6.1 TESTING RESEARCH HYPOTHESIS ONE

- Ho1: There is no significant relationship between HRP and organizational performance of NICON
- H11: There is a significant relationship between HRP and organizational performance of NICON

To test the research hypothesis, the SPSS version 26 software was used to analyse the data collected and the Pearson Chi-square test was employed in testing the research hypothesis based on a significant level of 0.005. The result is given in the table 4.6.2a below:

Table 4.6.2 Test for Hypothesis One

Chi-square test for hypotheses one

Hypotheses 1: Rejects null hypothesis	Q4	Q5	Q6	Q7	Q8	Q9
Means values of responses	3.5730	3.6517	3.7303	4.2135	3.1798	3.5843
Chi-square	93.86	67.69	110.49	206.56	31.39	40.72
Df	4.00	4.00	4.00	4.00	4.00	4.00
P-value	.0000	.0000	.0000	.0000	.0000	.0000

Source: Computation of field data using SPSS software

Decision rule: if the calculated Chi-square value (cX^2) is greater than the tabulated Chi-square value (tX^2) the null hypothesis is rejected and the alternative hypothesis is accepted.

Result: The result of the analysis obtained using the Pearson Chi-square test the calculated Chi-square value (cX^2) is far greater than the tabulated Chi-square value (tX^2) (see appendix 2 for tX^2). Therefore the null hypothesis will be rejected and the alternative hypothesis accepted indicating there is a significant relationship between human resource planning and organizational performance in NICON. This finding is in line with the finding by Ibrahim and Cross (2019) who posited there is a strong relationship between human resource planning and organizational performance. Other researchers like Farman et al., (2013) and Mohammed, (2017) has also linked HRP to organizational performance. Therefore, to achieve high performance and production within organizations, there must be an adequate and effective utilization of its human resources (Lunenburg, 2012).

The analysis above, therefore answers the statements Q4, Q5, Q6, Q7, Q8 and Q9 and accepts hypothesis H11(There is a significant relationship between HRP and organizations

performance) and rejects the null hypothesis Ho1(There is no significant relationship between HRP and organizations performance).

4.7 HUMAN RESOURCE PLANNING AND EMPLOYEE PERFORMANCE IN NICON

This section of the research is designed and structured in line with the research hypothesis two.

- Ho2: There is no significant relationship between HRP and employee performance in NICON
- H12: There is a significant relationship between HRP and employee performance in NICON

In this section the research attempt to establish by a series of statements used in the research survey if there is a relationship between human resource planning and organizational performance in NICON. To establish if there is a relationship between human resource planning and employee performance at NICON the following statements Q10, Q11, Q12, Q13, and Q14 were structured to serve as a means for establishing the relationship. The results obtained from the computation of the survey responses are shown in table 4.7a and 4.7b below.

Table 4.7a Descriptive Statistics of Q10, Q11, Q12, Q13, and Q14

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Error	Std. Deviation
Q10	89	1.00	5.00	3.4944	.13665	1.28915
Q11	89	2.00	5.00	3.9551	.08592	.81058
Q12	89	1.00	5.00	3.8315	.09486	.89488
Q13	89	2.00	5.00	4.3146	.09928	.93657
Q14	89	2.00	5.00	4.5730	.08131	.76704
Valid N (listwise)	89					

Source: Field data

Table 4.7b Survey Responses to Q10, Q11, Q12, Q13, and Q14

Questions	SD	%	D	%	U	%	A	%	SA	%	TOTAL	%
Q10. The human resource planning process is taken seriously at NICON	7	7.9	18	20.2	11	12.4	30	33.7	23	25.8	89	100
Q11. The result of human resource planning in NICON helps in recruitment of qualified employees	0	0	8	9.0	7	7.9	55	61.8	19	21.3	89	100
Q12. There is an improvement in employee performance as a result of the outcome of human resource planning in NICON	3	3.4	7	7.9	5	5.6	61	68.5	13	14.6	89	100
Q13. The quality of service delivery in NICON is influenced by human resource planning	0	0	6	6.7	11	12.4	21	23.6	51	57.3	89	100
Q14. There is a relationship between human resource planning and the effective management of human resources in NICON	0	0	3	3.4	6	6.7	17	19.1	63	70.8	89	100
Valid N (listwise)											98	

Sources: Field data

INTERPRETATION

From the survey administered, the result obtained from statement Q10 indicated that 25.8% strongly agree and 33.7 % agree that the human resource planning process is taken seriously at NICON. 12.4% are undecided, 20.2% disagree and only 7.9% strongly disagree with the statement.

From Statement Q11 of the survey, 21.3% strongly agree and 61.8% agree the result of human resource planning in NICON helps in the recruitment of qualified employees. 7.9% are undecided, 9.0% disagree and no one strongly disagrees with the statement.

The result of statement Q12 showed 14.6% strongly agree and 68.5% agree that there is an improvement in employee performance as a result of the outcome of human resource planning in NICON. 5.6% are undecided, 7.9% disagree and 3.4% strongly disagree with the statement.

Statement Q13 showed that 57.3% strongly agree and 23.6% agree that the quality of service delivery in NICON is influenced by human resource planning. 12.4 are undecided, 6.7% disagree and no respondent strongly disagreed with the statement.

Lastly, the outcome of statement Q14 indicated that 70.8% of respondents strongly agree and 19.1% agree that there is a relationship between human resource planning and the effective management of human resources in NICON. However, 6.7% are undecided, 3.4% disagree and no respondent strongly disagreed with the statement.

RESULT

The overall outcomes confirmed the alternate research hypothesis (H12) by establishing that there is a strong relationship between employee performance and human resource planning in NICON, but this confirmation will be further tested using the Chi-square test in the section.

4.7.1 TESTING THE RESEARCH HYPOTHESIS TWO

- Ho2: There is no significant relationship between HRP and employee performance in NICON
- H12: There is a significant relationship between HRP and employee performance in NICON

Similarly, to test the research hypothesis, the SPSS version 26 software was used to analysed the data collected and the Pearson Chi-square test was employed in testing the research hypothesis based on a significant level of 0.005. The result is given in the table 4.7.1a and 4.7.1b below:

Table 4.7.2 Test for Hypothesis TwoChi-square test for hypotheses two

Hypothesis 2: Rejects null hypothesis	Q10	Q11	Q12	Q13	Q14
Means values of responses	3.4944	3.9551	3.8315	4.3146	4.5730
Chi-square	19.03	107.57	134.20	90.72	152.74
Df	4.00	4.00	4.00	4.00	4.00
P-value	.0008	.0000	.0000	.0000	.0000

Source: Computation of field data using SPSS software

Decision rule: if the calculated Chi-square value (cX^2) is greater than the tabulated Chi-square value (tX^2) the null hypothesis is rejected and the alternative hypothesis is accepted.

Result: The result of the analysis obtained using the Pearson Chi-square test the calculated Chi-square value (cX^2) is far greater than the tabulated Chi-square value (tX^2) (see appendix 2 for tX^2). Therefore the null hypothesis will be rejected and the alternative hypothesis accepted stating there is a significant relationship between human resource planning and employee performance in NICON. This finding is in line with the finding by Anyadike, (2019) who opined that there is a relationship between human resource planning and employee performance in the Nigerian public sector. This view is similar to that of Lunenburg, (2012) and also posited that to achieve high performance and production within an organization, there must be an adequate and effective utilization of its human resources

The analysis above, therefore answers the statements Q4, Q5, Q6, Q7, Q8 and Q9 and accepts hypothesis H11(There is a significant relationship between HRP and employee performance) and rejects the null hypothesis Ho1(There is no significant relationship between HRP and employee performance).

4.8 CHAPTER SUMMARY

This chapter of the dissertation presented the results obtained from the research survey and discussed the findings and discussed the finding of the research. The findings indicated there is a relationship between human resource planning and organizational performance as well as employee performance. The research highlighted some of the challenges to human resource

planning in NICON and also establishes that there is a relationship between the nature of leadership at NICON and human resource planning. The preceding chapter will make attempt to provide a detailed discussion on the finding of the research.

CHAPTER FIVE

DISCUSSION OF RESEARCH FINDING FINDINGS

5.1 INTRODUCTION

This section of the research will discuss the results and finding of the research in lie with the objectives and hypothesis of the research. It will also attempt to establish a relationship between the finding of this research and those of other similar researches and studies respectively

5.2 RESEARCH HYPOTHESIS ONE

- Ho1: There is no significant relationship between HRP and organizational performance in NICON
- H11: There is a significant relationship between HRP and organizations performance in NICON

This research hypothesis was formulated to establish if there is a relationship between human resource planning and organizational performance in NICON. This was achieved through a well-structured statement aimed at generating responses from the respondents.

The results obtained from analysing the information collected accepted the alternate hypothesis (H11) which states there is a significant relationship between HRP and organizations performance and rejected the null hypothesis (H02) stating there is no significant relationship between human resource planning and organizational performance at NCION.

As clearly indicated in table 4.6.2 the finding of this research was supported by the finding of Ibrahim and Cross (2019) who posited there is a strong relationship between human resource planning and organizational performance in Nigerian organizations. Similarly, another Nigerian based study conducted in Port Harcourt Nigeria by Anya et al., (2017) to study the effect of human resource planning on the performance of companies in the petroleum sector, revealed a strong influence of human resource planning on the performance of these the study went further to add that through the reliable forecast of the organization's future demand, organizations can achieve better and qualitative management of their human capital demands (Anya et al., 2017).

Other researchers like Farman et al., (2013) and Mohammed, (2017) has also linked human resource planning to the organizational performance by attributing the success of several organizations to effective human resource planning. Therefore, the findings of the research are in accordance with other contemporary studies within and outside Nigeria.

5.3 RESEARCH HYPOTHESIS TWO

- Ho2: There is no significant relationship between HRP and employee performance in NICON
- H12: There is a significant relationship between HRP and employee performance in NICON

Similarly, this hypothesis was formulated to establish the relationship between human resource planning and employee performance and the outcome of the research as indicated in table 4.7.2 indicated there is a significant relationship between human resource planning and employee performance by accepting the alternate research hypothesis H12 and rejecting the null hypothesis Ho2. The finding was in line with a Nigerian based study conducted by Anyadike, (2019) who undertook a study to establish if there is a relationship between human resource planning and employee performance in the Nigerian public sector. The study by Anyadike, (2019) concluded that HRP impacts employee performance within the Nigerian public sector. Also, using a sample size of 265 civil servants randomly selected from 27 local government areas in Jigawa, Nigeria, a study conducted by Tabiu (2019) within the civil service commission in Nigeria concluded that the performance of the employees of the organization is impacted by the human resource planning system of the organization. Research by Arubayi et al., (2020) also conducted within the oil sector of the Nigerian economy also posited there is a relationship between human resource planning and employee performance. Other researchers outside Nigeria like Al-qout (2017), Elnaga & Imran, (2013) and a Pakistani study by Tahir et al., (2014) have all associated human resource planning to improved employee performance making the finding of this research in line with other findings with and outside Nigeria.

5.4 THE EFFICACY OF HUMAN RESOURCE PLANNING PERFORMANCE IN NICON

The efficacy of human resource planning in Nigeria has been the subject of concern among several Nigerian scholars and research (Abubakar Tabiu, 2019; Anyadike, 2019; Ibrahim and Cross, 2019). Therefore, in line with their concerns, this research also attempted to examine the efficacy of human resource planning in the Nigeria insurance corporation (NICON). The findings of the research as tabulated in table 4.5.1 indicated that although there is a routine human resource planning process in the Nigeria Insurance Corporation there is no effective execution of the result of human resource planning. Nigerian scholars like Anyadike, (2019) and Dialoke (2016) have linked the ineffective nature of human resource planning in Nigerian organizations to several factors like political influences, inadequate leadership and corruption. In line with their findings and results obtained from this research, the following conclusion is drawn. Despite there is human resource planning in NICON, there is no extensive knowledge of its application and thus limiting the efficacy of Human resource planning in NICON this finding can be supported by Dialoke and Edeh (2020), who also linked the root cause of ineffective human resource planning in Nigeria organization to inadequate human resource planning.

5.5 EXAMINE THE CHALLENGES TO HUMAN RESOURCE PLANNING IN THE ORGANIZATION

To support objective one of this research which aimed to examine the efficacy of human resource planning in the Nigeria insurance corporation (NICON), the second research objective was formulated which was to examine the challenges to human resource planning in the organization. To establish what challenges are plaguing the human resource planning process at NICON, statement Q20, Q21, Q22, Q23 and Q24 were structured to obtain responses from the research respondents and the result was analyzed and represented in table 4.5.2.

A critical analysis of the outcomes of the survey indicated that the Nigeria Insurance Corporation is plagued by a couple of challenges ranging from political influences, tribalism, favouritism, inadequate funding, employee age and cultural backgrounds of the employees. These factors were highlighted by the research as some of the challenges to the effective human resource planning process in the Nigeria Insurance Corporation (NICON). The findings of the research concerning political influences as one of the factors affecting

human resource planning in NICON was supported by a study conducted by Continue and Edeh (2017) who noted that in Nigeria, the insurance sector is predominantly populated by people from a specific region as a result of strong political influence. Furthermore, they asserted there is an over-reliance of human resource personnel's on the recommendation and references from commissioners, governors, service chiefs, community head and the likes. Similarly, in line with the findings of this research, Edeh and Dialoke (2016) also cited that one major challenge to human resource planning in Nigerian organizations is tribalism and favouritism. They emphasized the need for a transparent and fair human resource planning process as a way to ensure optimum organizational growth.

Inadequate funding was also another concern raised by Edeh and Dialoke (2016) as a challenge to human resource planning in Nigeria. The findings of Edeh and Dialoke (2016) are also in line with the findings of this research which has highlighted inadequate funding as a challenge to human resource planning in NICON. The research also noted that employee age and cultural background impact the human resource planning process in the Nigeria Insurance Corporation, a finding supported by the study of Eketu and Edeh (2017) who cited employee age and cultural background as major determinants of human resource planning in Nigeria.

5.6 THE EFFECT NICON LEADERSHIP ON THE HUMAN RESOURCE PLANNING

According to Edeh and Dialoke (2016) one major setback to the effective human resource planning process in Nigeria organization is the challenge of leadership competence. The third objective of the research was appropriately formulated to examine the effect of leadership on the human resource planning of NICON. As with the case with other objectives statement Q15, Q16, Q17, Q18 and Q19 were used to examine the several effects of leadership on human resource planning in NICON and the outcome represented in table 4.5.4

The result of the analysis of the information collected indicated that the human resource planning process in the Nigeria Insurance Corporation is impacted by the leadership of the organization. The finding is in line with other studies both within and outside Nigeria. For example, a study conducted by Ssekakubo et al., (2014) on the effect of leadership competency on organisational performance concluded that the level of competency exercise by leaders can lead to an improvement in employee performance, and made evidence via the

improvement observe in the organization's performance. Similarly, another study by Soebbing et al., (2015) posited that the nature of the working culture put in place by leaders of an organization and their general level of competency will determine the success of the organization. Furthermore, a Middle Eastern-based study conducted by Bass and Steidlmeier (1999) as cited in Basheer et al., (2016) to examine the organizational performance of Fly Emirates in the United Arab Emirates (UAE) concluded that the level of organizational success experience by the organization can be linked directly to the level of competence within its leadership. Therefore, the findings of this research are in line with contemporary studies.

5.7 SUMMARY

This chapter of the dissertation discussed the findings of the research, establishing a link between the research hypothesis and objectives to the findings and results of other similar studies within and outside Nigeria. The chapter established that there is a relationship between the findings of this research and those of other similar studies both within and outside Nigeria. The preceding chapter will attempt to provide a summary of findings, conclusion, recommendations and proffer possible solutions to the challenges.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 SUMMARY OF FINDINGS

The need for business organizations in the 21st century have functional human resource planning cannot be overemphasized as the success of a contemporary organization to a large extent depend on the appropriate and effective utilization of their available human capital (Lunenburg, 2012; Kinyua, 2017). Hence, Dash (2015) opines that human resource planning is by far the most essential aspect of an organization's operation and as such, must become an integral aspect of business planning because it is the heart of the entire planning process.

This research was undertaken to evaluate the impact of human resource planning on the organizational performance of the Nigeria insurance corporation (NICON). The dissertation was structured to achieve the research fundamental objectives which were to assess the efficacy of human resource planning performance in NICON, examine the challenges to human resource planning in the organization, assess the effect of NICON leadership on the human resource planning process and proffer possible solutions to the challenges of human resource planning in NICON. The data collected using a Likert type questionnaire was analysed using the IBM Statistical Package for Social Sciences (SPSS) and the result discussed accordingly.

The analysis of the result obtained from the research survey indicated that in the Nigeria Insurance Corporation there is a significant relationship between human resource planning and the performance of the organization (see table 4.5.2). This finding was in line with the findings of other researchers like Farman et al., (2013) and Mohammed, (2017) who in their studies have linked HRP to organizational performance. Similarly, the result also depicted a significant relationship between human resource planning and employee performance in NICON (see table 4.6.2). From the results obtained it can be concluded that if human resource planning is effectively employed within the Nigerian insurance corporation and other public sectors, employee of these organizations will have a more broadened knowledge of the organizations strategic objectives, understand the organization's expectation and consequently leading to better organization performance since human resource planning ensures the optimum structure and number of people are appropriately positioned to the right task at the right time (Kristína et al., 2012). This is in line with the

results of statement Q3 which indicated that 47% of the research respondents do not believe the human resource planning in NICON is effective.

Besides establishing a strong awareness of human resource planning among employees of NICON, the research also highlighted some of the challenges to human resource planning in the Nigerian insurance Corporation. If not properly mitigated, these challenges can adversely impact the performance of NICON and that of its individual employees. The research result indicated that factors like, tribalism and nepotism pose challenge to human resource planning. This view was shared by 53% of the research respondents (see statement Q21 of appendix 3). Similarly, 55% of the respondents do not agree that the human resource planning process in NICON is without bias (see statement Q24 of appendix 3). Other challenges include inadequate funding, political influences and employee cultural background (see appendix 3). It is important that the management of NICON pay attention to these challenges as they can impact its performance.

6.2 CONCLUSION

It can be concluded from the result obtained that the performance of NICON and those of its employees are significantly impacted by human resource planning. It can also be concluded that human resource planning is a tool for organizational performances enhancement. Other conclusions that can be drawn from the result of the research include:

- Despite the significant relationship between human resources planning and organizational performance the result obtained highlighted the need for improving the efficacy of human resource planning in Nigeria Insurance Corporation.
- The human resource planning in NICON is not without bias this is supported by statement Q21 of the research survey.
- Human resource planning is a fundamental aspect of human resource management. It enables an organization in achieving its strategic goals by ensuring the right skill set is positioned at the appropriate task.
- The human resource planning process in NICON is influenced by the leadership system of the organization. While 73% of research respondents are in support of the statement indicating that the human resource planning process in NICON is influenced by their leaders, 45% of the respondents do not believe the leaders NICON are living by examples.

6.3 RECOMMENDATIONS

In line with the results and findings of the research, the following recommendations are made for the Nigeria insurance corporation (NICON).

Employee Orientation and Re-Orientation

The findings of the research indicated the need for the leaders and management of NICON employee a functional employee orientation and reorientation system. By ensuring that the employees are well oriented with the organization's strategic objectives, the human resource planning process and the need for human resource planning, the employees are more likely to key into the organization's vision and play more significant roles in the process of human resource planning.

Bias in NICON

As indicated by the study, there is an urgent need to tackle the need of bias in NICON. The issue of biased as observed by this research is in line with the finding of Edeh and Dialoke (2016) who also cited favouritism and tribalism as a major challenge to human resource planning in Nigeria. Nigeria is a multi-ethnic country with well over 250 languages. It is important to adopt a means through which all these employees from the various cultural background can be captured. This is not to say it is impossible to have more suitable from a certain group than the other which becomes a problem for human resource planning since its fundamental aim is to ensure the right people are given the right task. But by employing a more transparent human resource planning process coupled with employee inclusion in the process it is easier for this diverse group to see first-hand that the task delegation is based on required skill and organizational goal, not ethnicity.

Inclusion Approach

Adopting a more inclusive approach to the process of human resource planning in NICON will not only eliminate the already preconceived biased perception of the process but offer the management the opportunity to clearly impart these employees with the goals and objectives of the organization, a clear understanding of the human resource planning process and the need for these processes. But in order to achieve a functional process of inclusion, I will recommend that the management first put the following in place

- The HR department must adopt ways that will ensure a good working relationship between employees and employers and between managers and employers.
- The development of an effective communication framework that allows for input from employees irrespective of their station and level in the organization.

Other recommendations offered by this research include:

- The incorporation of human resource accounting into the HRP practice of the organization
- Ensure the conception of proper HRP programs that will not just be centered on meeting the needs of the managers but also the developmental need of the employees.

Due to the impact of Coronavirus and the constrained of time on the research, the result obtained cannot be adequately generalized. Hence, recommendations will be made for further studies to obtain a more generalized result and appropriate recommendations

6.4 RECOMMENDATION FOR FURTHER STUDY

This dissertation evaluated the impact of human resource planning on organizational performance using the Nigeria insurance corporation (NICON) as a case study. As mentioned earlier, this research work was limited by several factors but the two key limitations to the research are due to the constrained of time and the restriction as a result of Coronavirus forcing the research to adopt a manageable sample size despite the original intention of the research which was to adopt the total employee population of the Nigeria insurance corporation (NICON) as the sample size. As a result of these limitations, the results obtained in the research not fully and conveniently apply to the entire research population. Therefore, the researcher will recommend further study on the same topic but employing a larger sample size and possibly the entire employee population of NICON. This recommendation is also supported by the observation that little works have been done on human resource planning in the public sector of Nigeria hence the need for more studies to clearly define the major drivers of organizational and employee performance other than money.

6.5 PERSONAL LEARNING REFLECTION

In general, this research work has been the most tasking undertaken of my academic carrier. However, the efforts employed in streamlining the research objectives and interest to find an

appropriate research methodology and approach has helped in broadening my knowledge and becoming a base for the furtherance of my academic career.

The area of study adopted by this research work was ideal as Nigeria as a nation is currently in need of a solution to the several challenges including insecurity, corruption and economic challenges plaguing its transition from a third world country to a more developed Country.

Choosing the area of study was ideal in providing some insights into the challenges and impacts of human resource planning in the Nigeria insurance sector using NICON as a case study which is the largest insurance company in the country.

Despite a mixed design approach would have proven more efficient in evaluating the impact of human resource planning on organizational performance in NICON the constraint of time limited the research to the use of only the quantitative approach. Also, the mixed design approach would have incurred enormous financial implication, especially in the organization and undertaken of interviews, nonetheless, the quantitative approach adopted by the research also proved effective in the collection and analysis of research data. But if I were to conduct further studies on the topic I will definitely take cognizance of these factors and in addition ensures that enough time is awarded to the data collection process, review of more literature and peer reviewed journals and possibly more case studies.

LIST OF ABBREVIATIONS

HRP: Human Resource Planning

NICON: National Insurance Corporation of Nigeria

SPSS: Statistical Package for Social Sciences.

TX²: Tabulated Chi-Square Value

CX²: Calculated Chi-Square Value

SSCE: Senior School Certificate Examination

GCE: General Certificate Examination

OND: Ordinary National Diploma

HND: Higher National Diploma

BSC: Bachelor of Science degree

MBA: Master of Business Administration

MSc: Master of Science

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Appendix 1: Cover letter and Research Questionnaire

APPENDIX I

COVER LETTER

Questionnaire for Survey on the Impact of Performance Appraisal on Employees Productivity: A Case Study of Nigeria Insurance Corporation (NICON)

Department of Art,
National College of Ireland (NCI),
Dublin, Ireland.

Dear Participant,

I am postgraduate student of the above named University. This questionnaire is part of a research project to assess and evaluated the impact of Human resource planning on organization performance in the Nigeria insurance Corporation (NICON).

Your participation in this research is crucial to the success of the research. However, it is my responsibility to inform you that your participation is strictly voluntary. For the purpose of confidentiality no provision will be made for your name as every information provided will be treated in confidence, however provision are made for entry of the name of your organization and years of service.

Should you like to participate in the research; the structured questionnaire will take you approximate 10 to 15 minutes to complete. Please answer the question by ticking the appropriate option or should your answer deviate from the options provide please provide an answer in the space provided.

Please return completed questionnaire to me through the following email address **ellamathew.mv@gmail.com**. Please should you have any question or complain, do not hesitate to contact e via the same email address.

Thank you for your help.

Yours sincerely,

Emmanuella Chidinma Enohuan

SECTION A

Demographic Characteristic of Respondents

Instruction: *Please tick as appropriate*

1. Gender: Male ☐ Female ☐
2. Marital Status Single ☐ Married ☐ Divorced ☐
3. Age Bracket: below 25 ☐ 25-35 ☐ 36-45 ☐
above 45 ☐
4. Educational qualification
SSCE/GCE ☐ OND/HND ☐ BSC/MBA/MSC ☐
POST GRADUATE DEGREE ☐
5. Work experience (years employed)
0-5years ☐ 6-10years ☐ 11-15years ☐
16-20years ☐ above 21 years ☐
6. Present Job level
Junior staff ☐
Lower level management ☐
Middle level management ☐
Top level management ☐

SECTION B

- Please note: SD - Strongly Disagree
D - Disagree
UN - Undecided
A - Agree
SA - Strongly agree

DEFINATION OF HUMAN RESOURCE PLANNING

Human Resource Planning: Human resource planning refers to all the collective process employed by an organization to ensure it has the right set of individuals with the capabilities to achieve the organization's aims and objectives as it relates to its staffing needs, its supply and demands (Farman et al., 2013).

Alternatively, Human resource planning encompasses all the approaches and policies employed by an organization in the acquisition, recruitment, training, empowerment and development of their human resource (George, 2017).

S/N	STATEMENT	SD 1	D 2	U 3	A 4	SA 5
HUMAN RESOURCE PLANNING IN NICON						
1	NICON undertake annual human resource planning					
2	There is an extensive knowledge of Human resource planning in NICON					
3	There is effective human resource planning in NICON					
HUMAN RESOURCES PLANNING AND ORGANIZATIONAL PERFORMANCE IN NICON						
4	Human resource planning in NICON helps in boosting employee performances					
5	NICON ensures that it has the right people and skill set.					
6	NICON Ensures that employees are developed in the right way					

7	NICON undertakes appraisal annually to assess employee performance					
8	The Human resource planning at NICON helps in the reduction of labor cost for NICON					
9	The performance of NICON is influenced by its human resource planning					
HUMAN RESOURCE PLANNING AND EMPLOYEE PERFORMANCE IN NICON						
10	The human resource planning process is taken seriously at NICON					
11	The result of human resource planning in NICON helps in recruitment of qualified employees					
12	There is an improvement in employee performance as a result of the outcome of human resource planning in NICON					
13	The quality of service delivery in NICON is influenced by human resource planning					
14	There is a relationship between human resource planning and the effective management of human resources in NICON					
LEADERSHIP AND HUMAN RESOURCE PLANNING IN NICON						
15	The leadership style at NICON influence it human resource planning process					
16	Managers at NICON ensure there is proper task delegation among employees					
17	The managers in NICON are well equipped to carry undertake human resource planning					
18	Managers in NICON possess a shared understanding of HRP and how to achieve it.					
19	Managers in NICON lead by example and thereby motivate employees to perform harder					

CHALLENGES TO HUMAN RESOURCE PLANNING IN NICON						
20	Inadequate funding is a challenge to human resource planning in NICON insurance					
21	External factors like, tribalism and nepotism are challenges to human resource planning in Nigeria					
22	Political influence are challenges to human resource planning in Nigeria					
23	Employee age and cultural background are limitation to effective human resource planning					
24	The human resource planning process in NICON is without bias					

Appendix 2: Tabulated Chi-Square Value (TX²)

	P										
DF	0.995	0.975	0.2	0.1	0.05	0.025	0.02	0.01	0.005	0.002	0.001
1	.0004	.00016	1.642	2.706	3.841	5.024	5.412	6.635	7.879	9.55	10.828
2	0.01	0.0506	3.219	4.605	5.991	7.378	7.824	9.21	10.597	12.429	13.816
3	0.0717	0.216	4.642	6.251	7.815	9.348	9.837	11.345	12.838	14.796	16.266
4	0.207	0.484	5.989	7.779	9.488	11.143	11.668	13.277	14.86	16.924	18.467
5	0.412	0.831	7.289	9.236	11.07	12.833	13.388	15.086	16.75	18.907	20.515
6	0.676	1.237	8.558	10.645	12.592	14.449	15.033	16.812	18.548	20.791	22.458
7	0.989	1.69	9.803	12.017	14.067	16.013	16.622	18.475	20.278	22.601	24.322
8	1.344	2.18	11.03	13.362	15.507	17.535	18.168	20.09	21.955	24.352	26.124
9	1.735	2.7	12.242	14.684	16.919	19.023	19.679	21.666	23.589	26.056	27.877
10	2.156	3.247	13.442	15.987	18.307	20.483	21.161	23.209	25.188	27.722	29.588
11	2.603	3.816	14.631	17.275	19.675	21.92	22.618	24.725	26.757	29.354	31.264
12	3.074	4.404	15.812	18.549	21.026	23.337	24.054	26.217	28.3	30.957	32.909
13	3.565	5.009	16.985	19.812	22.362	24.736	25.472	27.688	29.819	32.535	34.528
14	4.075	5.629	18.151	21.064	23.685	26.119	26.873	29.141	31.319	34.091	36.123
15	4.601	6.262	19.311	22.307	24.996	27.488	28.259	30.578	32.801	35.628	37.697
16	5.142	6.908	20.465	23.542	26.296	28.845	29.633	32	34.267	37.146	39.252
17	5.697	7.564	21.615	24.769	27.587	30.191	30.995	33.409	35.718	38.648	40.79
18	6.265	8.231	22.76	25.989	28.869	31.526	32.346	34.805	37.156	40.136	42.312
19	6.844	8.907	23.9	27.204	30.144	32.852	33.687	36.191	38.582	41.61	43.82
20	7.434	9.591	25.038	28.412	31.41	34.17	35.02	37.566	39.997	43.072	45.315

Appendix 3: Frequency Response to the Research Questionnaire

S/N	STATEMENT	SD 1	D 2	U 3	A 4	SA 5
HUMAN RESOURCE PLANNING IN NICON						
1	NICON undertake annual human resource planning	0	4	10	21	54
2	There is an extensive knowledge of Human resource planning in NICON	5	30	11	26	17
3	There is effective human resource planning in NICON	12	35	14	19	9
HUMAN RESOURCES PLANNING AND ORGANIZATIONAL PERFORMANCE IN NICON						
4	Human resource planning in NICON helps in boosting employee performances	5	9	13	54	8
5	NICON ensures that it has the right people and skill set.	4	12	10	48	15
6	NICON Ensures that employees are developed in the right way	3	10	7	57	12
7	NICON undertakes appraisal annually to assess employee performance	0	0	0	70	19
8	The Human resource planning at NICON helps in the reduction of labor cost for NICON	6	17	12	46	8
9	The performance of NICON is influenced by its human resource planning	7	14	8	40	20
HUMAN RESOURCE PLANNING AND EMPLOYEE PERFROMANCE IN NICON						
10	The human resource planning process is	7	18	11	30	23

	taken seriously at NICON					
11	The result of human resource planning in NICON helps in recruitment of qualified employees	0	8	7	55	19
12	There is an improvement in employee performance as a result of the outcome of human resource planning in NICON	3	7	5	61	13
13	The quality of service delivery in NICON is influenced by human resource planning	0	6	11	21	51
14	There is a relationship between human resource planning and the effective management of human resources in NICON	0	3	6	17	63
LEADERSHIP AND HUMAN RESOURCE PLANNING IN NICON						
15	The leadership style at NICON influence it human resource planning process	2	6	8	55	18
16	Managers at NICON ensure there is proper task delegation among employees	7	14	8	40	20
17	The managers in NICON are well equipped to carry undertake human resource planning	12	31	11	28	7
18	Managers in NICON possess a shared understanding of HRP and how to achieve it.	11	25	16	31	6
19	Managers in NICON lead by example and thereby motivate employees to perform harder	13	32	12	25	7
CHALLENGES TO HUMAN RESOURCE PLANNING IN NICON						
20	Inadequate funding is a challenge to human resource planning in NICON insurance	8	12	13	36	20
21	External factors like, tribalism and nepotism are challenges to human resource planning in Nigeria	7	12	17	40	13
22	Political influence are challenges to human resource planning in Nigeria	9	10	15	37	18

23	Employee age and cultural background are limitation to effective human resource planning	6	17	17	39	10
24	The human resource planning process in NICON is without bias	9	10	15	37	18