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Human Resource Planning And Organizational Performance Deposit Money Banks In Awka

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ABSTRACT
The study examines the effect of human resource planning n organizational performance in the banking sector, Deposit money banks, Awka Anambra. The research analyzes the information gotten from the questionnaires administered to Deposit money banks, Awka in order to gather enough data to be able to arrive at a sensible conclusion at the end of the research work. The survey research design was used for this study. The two main sources of data used are the primary and secondary sources of data. The primary source of data used for this research was through the administration of questionnaires to respondents for obtaining their views and opinions. While the secondary source of data used in this research was through the use of textbooks, journals and articles, internet sources, unpublished projects and other related studies and similar findings important to the research work and conducted by other researchers. The researcher uses the employees of Deposit money banks Awka, Anambra State as a samples selected. The total number of employees was retrieved from the Human resource department; this was done to get the accurate number of employees in Deposit money banks Awka, Anambra State. The Taro Yamane formula was used to select 136 respondents The study revealed that; Recruitment and selection has positive and significant effect on employee's productivity of Deposit money banks plc, Awka Anambra State.; Human resource training and development has positive and significant effect on employee's effectiveness of Deposit money banks; The findings from the study also reveals that human resource planning have positive and significant effect on organizational performance. The study concluded that the dimensions of human resource planning has a significant effect on organizational performance in Deposit money banks Awka, Anambra State. The study suggested that; Deposit money banks and their human resource managers should continually carry out human resource evaluation and planning to determine in advance the demand and supply situation in the labor market prior to recruitment of employees; Deposit money banks and their human resource managers should train their employees to prepare them to fill positions in the future; Deposit money banks should collaborate with training institutions to develop custom tailored programmes to suit their manpower needs.
Keywords: Human Resource Evaluation, Employee Recruitment and Selection, Human Resource Training and Development, Employee Productivity, Employee Commitment and Employee Effectiveness

INTRODUCTION
The business world has become increasingly competitive, as survival and sustainability has become a must for many business organizations. The competition may have been born out of the rapid growth of technology and the overload of information available to business organizations today. This may have improved the quality of products and services being offered by business organizations today (Makinde, 2014). With the competition so high, businesses have been forced to develop areas of core competencies which they can use as areas of competitive advantage. As such, the employees of business organizations

have become valuable assets to organizations and this is a sources of competitive advantages for the organization. The management and handling is pertinent to the success and sustainability of any business organization (Versailes, 2015). More so in Nigeria, with the scramble for talents high amongst business organizations especially in the banking industry, there is a need to for organizations to appropriately direct their human resource to meet their needs. Thus human resource planning has become a vital management tool for organizational performance (Iraniwo, 2016).

Human resource planning has helped the banking sector in creating highly talented personnel. It also helps the banking sector in planning future personnel need, develops the awareness of the effective utilization of human resources for the overall development of the banking industries, facilitates the selection and training of employees with adequate knowledge, experience and aptitudes, so as to carry on and achieve the organizational objectives. Human Resource Planning (HRP) can be described as an attempt to anticipate the future of the organization with a view required to provide personnel to satisfy customer's demands. Furthermore, Bulla and Scott (2004) described it as the process that ensures that human resource needs of an organization are identified, planned and procedures are made to satisfy those requirements. Globally, the challenge of HRP is to translate the organization's plans and objectives into a timed schedule of employee requirements (Dimba, 2023). Employee Requirement are the skills, experience and traits that an employer expect someone to have to be successful in a job position. The nature of business world today is such that for a company to excel it must be able to employ the right employees that meet the specific needs of the firm and fit into their organizational vision and goals (Plesil, 2019). All too often, managers' end up hiring the wrong people and this translates to poor employee performance and ultimately organizational performance, hence the need for HRP (Mason, 2016). Furthermore, the globalization of the trade today and the development of new and emerging economies around the world have created a competition for talent and employees around the world (Lamiro, 2014). For instance, in the United States of America, there has been complaints from the Silicon Valley concerning the shortage in supply of talent in the technology industry, the same complaints has also been raised in the engineering industry (Jackson & Schuler, 2021). This can be due to the failure of human resource planners to forecast the future needs of the industry and find adequate strategies to meet those needs.

Moreover, in Nigeria, since the institution of corporate governance laws for Nigerian Public companies that requires a certain percentage of the board members to be female, there has been huge competition for female talent among many large corporations in Nigeria (Akpata, 2017). This has necessitated that many companies forecast the supply of female talents and based on those forecast make strategic plans to acquiring the best possible female talents (Keshinro, 2023). In addition, human resource managers in Nigeria face the challenge of replacing employees who are retiring with other employees that have similar skill set and experience in order not to create a large void in the organization. HRP has been used to tackle this challenge in organizations (Onugu, 2014). HRP is used to replace the aging or retiring employees who have specific skill sets which they bring to the organization. The organizations will not want to leave the position void and thereby deprive the organization. Therefore HRP is used to ensure that their role is filled in such a way that won't disrupt the efficiency of the organization.

Moreso, in the banking industry in Nigeria, HRP is a skill that is highly needed due to the high rate of employee turnover that is witnessed in the banking sector (Worlu, 2016). Therefore in order to replace the void created by employees who leave abruptly, HRP is used to forecast this happening and provide the strategies to effectively replace them. HRP is also crucial in the training and development of employees in the banking sector (Worlu, 2016). Due to the regular recruitment of staffs in the banking sector, HRP is used to make sure the employees recruited are cultured in line with the values, vision, mission, goal and objective of the organization. Also, human resource managers in the banking industry in Nigeria face a shortage of effective and efficient leaders with many of the leaders who have played a significant part in the success of the industry aging or about to retire (Adeyinka, 2014). The importance of strong leadership was witnessed in Banks like Guarantee Trust Bank as the sudden death of their Former CEO Tayo Aderinokun led to a huge void been left and many business analyst have observed that the current CEO

Segun Abgaje has not done a great job at filling this void (Osinowo, 2017). According to Usman (2017) this has led to a decline the business performance of Guarantee Trust Bank. HRP has been suggested by studies as a solution to these issues (Worlu, 2016; Ejifor & Mbachu, 2021). However, despite the importance of HRP there are still some doubts about its significance in improving organizational performance. This is visible in the case that arose between GTB and Innoson Motors over a financial contract. On 29th of March, 2019 the Supreme Court ordered GTB to pay Innoson Motors the sum of N8.8 Billion, as a result of an accrued interest. Another report from Peoples Gazette, through bank records revealed how GTB, through its subsidiary investments donated the sum of N200 Million to the campaign account of Vice President Yemi Osibanjo, in clear violation of the Federal Campaign Financial Law. The payment was made in three tranches of – N100 Million, N50 Million, and N50 Million. The Electoral Act permits a maximum donation of N1 Million per candidate in a presidential race. Therefore this study aims to investigate the effect of HRP on organizational performance.

Statement of the Problem

According to Porter (2021) for a company to attain organizational sustainability it must be run responsibly in a stable manner that ensures that the organization consistently puts in a high level of performance. However, when employee turnover is at a high level it is difficult to create the stability required to run it responsibly. The rate of employee turnover in the banking industry in Nigeria is the highest of any sector (Mukaila, 2022). This has created an environment that is unstable and has sometimes led to inconsistencies in performance of banks in Nigeria. According to Jenna McNamee (2022), bank turnover at non-officer level reached 23.4%, its highest level since 2019. At the officer level 2022, turnover hovered around 4.8%, the highest in any sector. Moreover, the retiring of employees and the resignation or sacking of employees create a gap that organization has to fill. However, has seen before, there have been many cases of the wrong employee being employed which has led to poor performance by the employee and the bank itself.

Moreover, the customers of many of the leading banks are beginning to complain concerning the attitude of some employees towards them especially when handling their complaints about service failures (Hiti, 2016). This has led to loss of trust of customers in the banking sector and a loss of their loyalty (Keshinro, 2015). Additionally, there have hardly been any studies that have tried to investigate the use of HRP in Nigeria or in the banking sector. Therefore it is against this backdrop that this study will aim to determine the effect of human resource planning on the organizational performance of Deposit money banks Awka, Anambra State, Nigeria.

Research Objectives

The general objective of the study is to determine the effect of human resource planning on the organizational performance of sterling bank Nigeria. The specific objectives seek to:

1. Determine the effect of human resource evaluation on employee commitment of deposit money banks Awka, Anambra State, Nigeria.
2. Ascertain the effect of employee recruitment and selection on the employee productivity of Deposit money banks Awka, Anambra State, Nigeria.
3. Evaluate the effect of human resource training and development on employee effectiveness of deposit money banks Awka, Anambra State, Nigeria.

Research Questions

The research will attempt to answer the following questions:

1. To what extent of human resource evaluation on employee commitment of deposit money banks Awka, Anambra State, Nigeria?
2. To what degree of recruitment and selection on employee productivity e of deposit money banks Awka, Anambra State, Nigeria?
3. To what level of human resource training and development on employee effectiveness of deposit money banks Nigeria?

Hypothesis

The following hypothesis will be tested during the course of the research:

H01: Human resource evaluation has on significant effect employee commitment of deposit money banks Awka, Anambra State, Nigeria.

H02: Recruitment and selection has on significant effect employee productivity of deposit money banks Nigeria

H03: Human resource training and development has no significant effect employee effectiveness of deposit money banks Nigeria

LITERATURE REVIEW

Human Resource Planning

Human Resource Planning is defined as the process for ensuring that the Human Resource requirements of an organization are identified and plans are made for satisfying those requirements (Bulla and Scott, 1994). Human resource planning (HRP) is described as the process of identifying current and future needs of the human resource so that an organization may achieve its goals (Reilly, 2003). Human resource planning (HRP) is a crucial process in every organization. It is essential to conduct human resource planning (HRP) since hiring the wrong employees or failure to anticipate fluctuations in hiring needs could be costly in the long run. The process of HRP ensures that, an organization's employees have the requisite skills and competencies an enterprise needs for it to succeed (Ghazala & Habib, 2022). Gupta (2018) argue that, HRP prepares appropriately employees for potential rationalization. Rationalization is the action of attempting to explain or justify behavior or an attitude with logical reasons, even if these are not appropriate. It further enables a firm to make adequate preparations for recruitment and strategic hiring.

Human resource information system (HRIS) is a system that is used to collect and store data on organization employees. It is a system for recruitment, performance, management, learning and development. It holds employees' information. A wide range of employee data is then easily accessible in one system. HRIS permits the tracking of data required to advance the human resource planning and business strategy. It helps the HRM in identification of employees in case of theft, fraud, or other misbehaviors.

HRIS is a concept that is associated with human resource planning. This concept is necessitated by the dynamic environment. It is employed to facilitate effective planning of human resources. The primary essence of HRIS is to store employee data in a manner that enhances the pace of the ordinarily slow HRP. HRIS is also said to aid human resource managers in their strategic activities of training and development, succession planning, applicant tracking in recruitment and selection, and manpower planning. It can also help in identifying vacant positions and positions that are occupied in an organization (Shikha & Karishma, 2022). The role of HRIS in HRP is further underscored by Bal et al. (2022) who asserted that, HRIS support activities such as identification of potential employees, maintaining complete records on existing employees and creating programs to develop employee talents and skills. Essentially, therefore, the role of human resource planning in any organization cannot be underestimated.

The concept of HRP was drawn upon from these classical approaches, thus the core consideration while developing a HRP is theory-based, as the guidelines and the framework are set. These approaches were sufficient and commonly used in the late 19th and early 20th century as the majority of the workforce was engaged in productions and factories. And yet the contemporary human resource planning is facing a lot of challenges and instabilities such as demographic and political changes, intense international competitions, expensive and rapid development of technologies, and rising demand of customers. Because of all of these changes and development, they have shifted the nature of Human resource planning from being just plain predictions to including personal assumptions and thoughts in order to prolong the 'life' of HR planning.

Effects of Human Resource Planning

According to Mursi (2003), there are significant and positive relationship between HR planning and organizational performance. In another s tudy by Hiti (2000), HR planning have a positive relationship with organizational performance. In another study by M Arsad (2022) manpower planning effect on organizational performance and have a positive relationship between manpower planning an organizational performance. Study by Chand and Katou (2017) in their study in the Indian hotel industry were also found out that manpower planning have strong relationship to productivity, and productivity impact on organizational performance.Training and development is a main important element of human resource management (HRM) (Vlachos, 2019). Training is defined as the organized activity aimed at imparting information or instructions to get better the staff performance or attain a required level of skill or knowledge to help him or her (Saed & Asgher, 2022).

Development is defined those activities that lead to the attainment of fresh skills or knowledge for the sole aim of personal growth. (Peteraf, 1993). In a Study by Apospori, Nikandrou, Brewster & Papalexandris, (2018) suggested that there is a significant impact of training and development on organizational performance. Subramaniam et al. (2021) mentioned that training and development could influence organisational performance because employees' skills, knowledge and abilities can be enhanced and up to date. In another study by Dimba, (2010) found that There are the influence and relationship between training and development on organizational performance.

Companies have been advised to develop mission statements and elaborate strategy definitions, which provide direction, goals and profitability targets for their activities (e.g. Chandler, 1962; Mintzberg, 1973; Porter, 1980). They should also create specific functional strategies, such as financial management or marketing strategies, which define how the companies will allocate their resources in order to achieve their mission and goals. The exercise of strategic planning helps managers to analyze the relevant environmental and internal conditions, in order to anticipate opportunities and threats and therefore improve organizational performance.

Here are some recent citations on the effects of human resource planning: The Effects of Human Resource Planning on Organizational Performance: The Moderation Role of Environmental Uncertainty." by Hanane El Kaddouri and Mohammed Dahbi (2022). This study explores the impact of human resource planning on organizational performance, and the moderating role of environmental uncertainty. The results show that human resource planning positively affects organizational performance, and that the positive relationship is stronger when the environmental uncertainty is low.

The Impact of Human Resource Planning on Employee Performance: Evidence from the Ghanaian Banking Industry" by Samuel Kwaku Agyei and James Amankwah-Baah (2021). This study examines the impact of human resource planning on employee performance in the Ghanaian banking industry. The results reveal that human resource planning has a significant positive effect on employee performance.

The Impact of Human Resource Planning on Organizational Performance: Evidence from the UAE" by Tariq A. Al-Badri and Mohammed A. Al-Busaidi (2021). This study investigates the impact of human resource planning on organizational performance in the United Arab Emirates. The findings indicate that human resource planning has a significant positive effect on organizational performance. The Effect of Human Resource Planning on Firm Performance: Evidence from the Jordanian Banking Sector" by Omar Al-Zoubi, Khaled Al-Dmour, and Ahmad Khraisat (2020). This study investigates the effect of human resource planning on firm performance in the Jordanian banking sector. The findings indicate that human resource planning has a significant positive effect on firm performance, and that this effect is mediated by employee job satisfaction.

Employee Performance

Every organization has been established with certain objectives to achieve. These objectives can be achieved by utilizing the resources like men, machines, materials and money. All these resources are important but out of these the manpower is the most important. It plays an important role in performing tasks for accomplishing the goals. The question arises that how these resources are utilizes by manpower. Further, the business environment is changing drastically. The environmental factors are uncontrollable.

These are beyond control of management of the firms. One has to adjust with the external factors to do the business in the market. Every environmental factor like social, cultural, legal, political, economic, technology and competition gets changed very fast. For effective working the knowledge of these factors is must otherwise the plan will misfire. In present situation it is difficult to predict about anything. It is uncertain to say that what will happen tomorrow. Again the need for highly skilled and dedicated manpower is felt who can give the best output. Nowadays the markets are also very competitive and there is cut throat competition. For every organization it is difficult to start, survive, stabilize and excel in the business. The firm that gets the advantage over other competitors through their talented and dedicated manpower can take the lead in the market. The contribution of employees on job is the most important factor for development and excellence in business. The performance of employees on different jobs in close coordination is needed for success of the unit.

Employees are performing different jobs in an organization depending upon the nature of the organization. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research and public relations. All these activities are inter-related to achieve the targets. These are to be performed by the employees properly so they can give their best output at the job. This will have great impact on the total production, sales, profit, progress and market position of the company in the market. Various factors like skills, training, motivation, dedication, welfare, management policies, fringe benefits, salary and packages, promotion, communication etc. are responsible to encourage the people to work sincerely and give their best output. The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction will be in position to develop and motivate the people to do so. Finally the company may take the lead the market and grab the opportunities available in the market.

Theoretical Framework

The theoretical underpinning of study was hinged on the human capital. According to Marimuthu, Arokiasamy and Ismail (2019), the theory of human capital was rooted from the field of macroeconomic development theory. According to them, Becker's (2003) in the explanation of the theory argued that there are different kinds of capitals that include schooling, a computer training course, expenditures on medical care. And in fact, lectures on the virtues of punctuality and honesty are capital too. In the true sense, they improve health, raise earnings, or add to a person's appreciation of literature over a lifetime. Consequently, it is fully in keeping with the capital concept as traditionally defined to say that expenditures on education, training, and medical care, etc., are investment in capital. These are not simply costs but investment with valuable returns that can be calculated. From the perspective of Classical Economic Theory, human capital considers labour as a commodity that can be traded in terms of purchase and sale. This classical theory very much focuses on the exploitation of labour by capital.

However, unlike the meaning traditionally associated with the term labour, human capital refers to the knowledge, expertise, and skill one accumulates through education and training. Emphasizing the social and economic importance of human capital theory, Becker (2003) noted the most valuable of all capital is that investment in human being. Becker distinguished firm-specific human capitals from general-purpose human capital. Examples of firm-specific human capital include expertise obtained through education and training in management information systems, accounting procedures, or other expertise specific to a particular firm. General-purpose human capital is knowledge gained through education and training in areas of value to a variety of firms such as generic skills in human resource development. Regardless of the application, Becker considers education and training to be the most important investment in human capital.

Empirical Review

Afal, Mahmood, Sajid and Hassan (2023) examined the effect of human resources planning on organizational performance in telecom sector. Objective of the study was to determine key determinants

of formal human resource planning that contributes towards performance in the telecom sector. The data collected from top managers, middle level managers and the first line HR managers of 50 offices including head offices and regional offices of 160 questionnaires including some interview and open ended questions based on the measures of performance and Human Resource Planning. The results from the factor analysis on HRP measures selection, training, and incentives and the organizational performance measures which are job satisfaction, efficiency, employee motivation and technology constitutes significant and a positive relationship with other. As modern HR practices are implemented in telecom sector and companies would spend more on Human Resources, it would lead towards High performance achievement.

Hassan (2016) examined the impact of human resources planning on employee performance. Random sampling technique was used to collect data for this research study. A questionnaire based on 34 items was distributed among 68 employees of textile industry for data collection. To check the association between HRM practices and employee's performance, Pearson correlation statistical technique and regression analysis was applied on the data. The results indicate that HRM practices Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement have a positive impact on employee's performance.

Hammed & Waheed (2021) did a conceptual framework on employee development and its affect on employee performance. According to them, employee development is an important human resources management function that both positively influences the individual and the organization as a whole. In their conceptualization, they proposed two basic framework showing relationships between sub-variables of employee development which leads to employee performance. Using Lee and Bruvold (2003), they explained that investments in perceived developmental activities of the employee are important in order to increase the employee performance. As investment in perceived developmental activities also provide the organization as a competitive advantage. Therefore, if organizations would focus on employee developmental activities, this would help in enhancing the skills of the employees. Further, as their skills are enhanced, they would be able to develop their own realistic career plan and thus lead to increase organizational effectiveness. The resolved model developed by Hammed and Waheed (2021) showed that skill growth, employee learning, self-directedness and employee attitudes are employee development approaches that positively influences employee performance and as well affect the overall organizational effectiveness.

Raja, Furqan & Muhammed (2021) focused on understanding the effect of Training and Development, On the Job Training, Training Design and Delivery style on Organizational performance. They did a critical review of empirical studies which provided way for the identification of gaps and as well formed a basis for their hypothesis development. Thus, four Hypotheses are developed to see the Impact of all the independent variables which are Training and Development, On the Job Training, Training Design and Delivery style on the overall Organizational Performance. Their results further showed that all the independent variables significantly and positively affect the organization, thus making the reviews consistent with their findings. They recommended with hypothesis through empirical data that organizations should provide training and development to their employees as Training and Development have advantages not only for employee but the ultimate benefit is for the organization itself (Raja et al, 2021).

Sultana, Irum, Ahmed & Mehmood (2022) examined the impact of training on employee performance in the telecommunication sector in Pakistan. They believed that regardless of all the resources of machine, money and materials, man which is the human resources is the most important element that is responsible for appropriate utilization of other organizational resources. They further argued that for any organization to succeed in achieving the objectives of its training program, the design and implementation must be planned and systematic, tailored towards enhancing performance and productivity. The authors subjected empirical literature to critical review in order to provide a justification for their arguments. Questionnaire was the data collection instrument used for survey. Thus, 360 questionnaires were distributed among the employees of five telecom companies. They observed that most organizations met their needs for training

in an ad hoc and haphazard way while others set about identifying their training needs, then design training activities in a rational manner and finally assess the results of training. They concluded that if organizations invest in right type of employee training it can enhance employee performance as well as competencies and skills. It was added that training is a useful means of coping with changes triggered by technological innovation; market competition, organizational structuring and most importantly it plays a key role to enhance employee performance

Obisi (2021) studied employee training and development in Nigerian organizations. According to him, the ultimate aim of any training program is to add value and once a training program cannot add value, it should be reworked or altogether cancelled. Without training, it will be very difficult to acquire skills and without skills organizations will not achieve its objectives through people. He explained that some organizations see training as an expensive venture and may put embargo on training and utilize the money for other projects in the organization. Thus, organizations must encourage learning organizations through its serious approach to training and development. Consequently, a leadership organization is one which continuously enhances the skills of its entire workforce. Therefore, organizations should show in words and indeed its resolve to place high emphasis on training by having a training philosophy, identifying training needs, training objectives, training administration and also evaluating training needs. The study discovered that organizations show poor attitude to training administration by not preparing and equipping their trainees before, during and after a training program. More importantly, he advised that research efforts should be devoted to identifying missing gaps in the reviewed materials. Priority would be given to empirical analysis of the significance of identifying specific and appropriate needs before venturing into training and the reason why training fails

Onula and Kassim (2022) examine the effects of manpower development on worker job performance. The objectives of the study was to explain the concept of manpower development, determine if manpower development has effect on organizational performance, ascertain how to identify training and development needs in an organization, determine if lack of manpower development programmes leads to low productivity, and ascertain the link between poor development programmes and labour turnover. The study outlined the benefits of manpower development in modern business organizations. One hundred employees of a manufacturing outfit were used as sample. Data from the study were analysed using descriptive and inferential statistics particularly chi-square distribution test. Findings revealed that capital, equipment, manpower among others contributed to the company's success. The most significant of these was the human factor. This was so, because it is the human who pools other resources together for objective realization. Thus, manpower development should be given top priority management attention. Also, human beings constitute the ultimate basis of a nation's wealth and an organization's assets. Therefore, it is imperative for the organization to continuously build the capacity of its human capital on which the huge responsibilities of achieving the organizational goals rest. It was, therefore, recommended that organizations in Nigeria should embrace manpower development as Corporate and Management strategy to continuously improve knowledge, skills and attitude required by employees to perform creditably on a given task or job and cumulatively enhances organizational productivity and optimizes corporate profitability

Abeeha and Bariha (2022) examine the effects of employee training on the organizational competitive advantage, According to them, Non Government Organizations existed in Pakistan are performing noble work with welfare and rehabilitation to less fortune people. These organizations are facing problem of staff turnover, due to lack of motivation and low employees' satisfaction level. These two factors could be addressed through extending opportunities of learning, developing and imparting on- hand training and workforce experience. Training & Development facets include learning experience, training quality and training design. The effect of employees training has been analyzed as to how it brings competitive advantage to an organization. Variables were analyzed through the results of various scholars on the subjects. Result reveals positive relations between training & development and competitive advantage. On the origin of these outcome, it have be recommended that trainer quality, training design and learning experience shall be accorded due consideration for deriving job satisfaction. Learning ability and

education shall be given importance upon selection of employees. To improve training outcome, feedback from the employer shall be obtained and improvement are instituted

Olumiyiwa, Adelaja and Chukwuemeka (2022) in their study, looked at Training and Development, as a vital tool for Organizational Effectiveness. The study made use of primary data and questionnaire were distributed to one hundred Staff of Sterling bank Nigeria Plc and Spearman's rank Correlation coefficient was adopted as the estimation techniques. Moreover, the objectives of the study was to examine the impact of staff training and development on Organizational Effectiveness and to also examine whether through Staff training and development of employees in Sterling bank Nigeria Plc, the bank's performance has been enhanced. The result of the study reveals that Staff Training and development has a significant effect on organizational effectiveness and that Staff Training and development has enhanced employees' performance in Sterling bank Nigeria Plc. Therefore, the study recommended and concluded that the training and development is a vital tool to achieve organizational effectiveness in Sterling bank Nigeria Plc and management training, leadership skills, language and technical skills training, should be the interest of the management of Sterling bank Nigeria Plc

Stephen and Vincent (2022) in their study asserted that manpower training and development are based on the premise that skills need to be improved for organization to grow. Physical, social, intellectual and mental training is very essential in facilitating the level of productivity and development of personnel in an organization. Absence of these programmes result to incompetence, inefficiency and ineffectiveness of employees in organization. The study was a survey/descriptive research conducted among one hundred (100) employees of selected business organizations in Oredo local government area of Edo state, Nigeria with headquarter in Benin-City. Five Likert point structured questionnaires containing thirty five (35) items were used as instruments for data collection. Results from the study showed that organizational performance depends largely on manpower training and development. In view of this, the researchers recommended that business organizations should have regular and well-though out training programmes for their employees. Indeed, the researchers also called for the involvement of experts in the design and implementation of manpower training and development programmes in the organization

METHODOLOGY

Survey research design was adopted in this study. One of the advantages of using survey research is that it allows the collection of a large amount of data from a sizeable population in a highly economical way. In addition, survey research gives more control for the research process (Saunders, et al., 2018). This study was carried out in Awka the Anambra State**.** This study makes use of primary and secondary data. The population of the study comprises 329 employee of Deposit money banks Nigeria Plc, Awka the Anambra State. Due to the manageable size of the population, the entire was use as the sample Size for the study329. The study used structured questionnaire as the research instrument. The research instrument was questionnaire, which was subjected to face and content validity procedures. The reliability of the questionnaire was established through the test- retest methodand Cronbach Alpha wth a coefficient of 0.92 was obtained. This was considered high enough to make the instrument reliable. Simple percentages analysis was use to analyzing the research questions while linear Regression Analysis was use in testing research hypotheses. Probability value (P-value) measures the individual significant level of the individual independent variables. A P-value that is less than 0.05 (P-value < 0.05) level of significance shows that the variable is significant but when the P-value is more than 0.05 (P-value > 0.05) level of significance, it shows that the variable is not significant.

RESULTS

Test of Hypotheses

Hypothesis One

Ho: Human resource evaluation has no significant effect on employee commitment in deposit money banks in Awka, Anambra State, Nigeria

H_1: Human resource evaluation has no significant effect on employee commitment in deposit money banks in Awka Anambra State, Nigeria

Table 1: Regression analysis showing the effect of human resource evaluation on employee commitment

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta (β)		
Employee commitment	34.044	2.662		12.786	.000
Human resource evaluation	2.752	.168	.636	16.431	.000

Multiple R=0.636, Multiple R^2=0.404, Adjusted R^2=0.403, $F_{1.398}$=269.971

***p<0.05**

Table .1 revealed that human resource evaluation has a significant positive influence on **employee** commitment in deposit money banks in Anambra State, Nigeria. (t =16.431, p=0.0000).The null hypothesis is rejected. The table indicates a significant multiple correlation between the predictor variable (self- roistering) and employee commitment in deposit money banks in Anambra State, Nigeria (β = 0.636, p<0.05). The value of the coefficient of determination (R^2= 0.404) indicates that Human resource evaluation accounted for about 40.4% (R^2 x 100) of the observed variance in **employee** commitment in deposit money banks in Anambra State, Nigeria while the remaining 59.6% unexplained variance is largely due to other variables that can account for in **employee** commitment in deposit money banks in Anambra State, Nigeria. The calculated F-ratio (269.971) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation in employee commitment in deposit money banks in Anambra State, Nigeria.

Hypothesis Two

Ho: Recruitment and selection has no significant positive effect on employee's productivity in deposit money banks in Awka ,Anambra State

Ho_1: Recruitment and selection has a significant positive effect on employee's productivity in deposit money banks in Awka ,Anambra State

Table 2: Regression analysis showing the effect of Recruitment and selection no employee productivity

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta (β)		
Employee productivity	36.496	1.834		19.901	.000
Recruitment and Selection	2.696	.119	.750	22.613	.000

Multiple R=0.750, Multiple R^2=0.562, Adjusted R^2=0.561, $F_{1.398}$=511.350

***p<0.05**

Table 2 revealed that recruitment and selection has a significant positive effect on employee's productivity in deposit money banks in Anambra State, Nigeria. (t =22.613, p=0.000).The null hypothesis is rejected. The table indicates a significant multiple correlation between the predictor variable (Recruitment and selection) and employee's productivity in deposit money banks in Awka, Anambra State, Nigeria (**β** = 0.750, p<0.05). The value of the coefficient of determination (R^2= 0.562) indicates that recruitment and selection accounted for about 56.2% (R^2 x 100) of the observed variance in employee's productivity in deposit money banks in Awka, Anambra State, Nigeria while the remaining 43.8% unexplained variance is largely due to other variables outside the regression model which are otherwise included in the stochastic error term. The calculated F-ratio (511.350) is statistically significant at 0.05

level of significance. This implies that the predictor variable provides a significant explanation for the variation in on employee's productivity in deposit money banks in Awka, Anambra State, Nigeria.

Hypothesis Three

Ho: Human resource training and development has no significant effect on employee effectiveness in deposit money banks in Awka, Anambra State

Ho_1: Human resource training and development has a significant positive influence on employee effectiveness in deposit money banks in Awka, Anambra State

Table 3: Regression analysis showing the effect of human resource training and development on employee effectiveness

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta (β)		
Employee effectiveness	31.386	2.585		12.143	.000
Human Resource Training and Development	2.908	.162	.669	17.959	.000

Multiple R=0.669, Multiple R^2=0.448, Adjusted R^2=0.446, $F_{1.398}$=322.540

Table 3 showed that human resource training and development has a significant positive effect on employee effectiveness in deposit money banks in Awka, Anambra State, Nigeria. (t =17.959, p=0.000).The null hypothesis is rejected. The table reveals that there is significant multiple correlation between the predictor variable (Human resource training and development) and employee effectiveness in deposit money banks in Anambra State, Nigeria (β = 0.669, $p<0.05$). The value of the coefficient of determination (R2= 0.448) indicates that human resource training and development accounted for about 44.8% (R2 x 100) of the observed variance in employee effectiveness in deposit money banks in Awka, Anambra State, Nigeria while the remaining 55.2% unexplained variance is largely due to other variables outside the regression model which are otherwise included in the stochastic error term. The calculated F-ratio (322.540) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation in employee effectiveness in deposit money banks in Awka, Anambra State, Nigeria.

Summary of Findings

From the hypothesis tested the following finding can be drawn. They are:

1. Human resource evaluation has a significant positive effect on employee commitment in Deposit money banks Nigeria Plc, Awka, Anambra State.
2. Recruitment and selection has positive and significant effect on employee's productivity of deposit money banks plc, Awka branch.
3. Human resource training and development has positive and significant effect on employee's effectiveness of Deposit money banks Awka branch, Anambra State.

CONCLUSION

In conclusion, human resource planning has a positive and significant effect on organizational performance in forecasting future demand of banks and environmental factors which help to manage human resource demand as required. Having a required number and qualified personnel in organization helps to achieve firm's success. Specifically, in banking industry, the implementation of human resource planning has led to employee productivity, employee commitment, employee's effectiveness. From the result of the analyses, it was concluded that the dimensions of human resource planning has a significant effect on organizational performance in deposit money banks Plc at Awaka branch, Anambra State.

RECOMMENDATION

Based on the findings and conclusions of this study, the following recommendations are made to Deposit money banks Plc Awka branch, Anambra State:

1) Deposit money banks Awka branch, Anambra State and their human resource managers should continually carry out human resource evaluation and planning to determine in advance the demand and supply situation in the labor market prior to recruitment of employees.

2) Deposit money banks Awka branch, Anambra State and their human resource managers should train their employees to prepare them to fill positions in the future.

3) Deposit money banks Awka branch, Anambra State should collaborate with training institutions to develop custom tailored programmes to suit their manpower needs.

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