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ABSTRACT

This study examined the relationship between human resource planning and employee commitment in Local Government Councils of Rivers State. Affective commitment, normative commitment and continuance commitment were used as measures of employee commitment. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population of the study was 10,967 employees of nine (9) selected Local Government Councils of Rivers State. The sample size was 386 determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Crombach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The study finding revealed that there is a significant relationship between human resource planning and employee commitments in Local Government Councils of Rivers State. The study recommended that Authorities of Local Government Councils in Rivers State should continually carry out human resource audit and planning to determine in advance the demand and supply situation in the labor market prior to recruitment of employees.

Keywords: *Human Resource Planning Employee Commitments, Affective Commitment, Formative Commitment, Continuance Commitment*

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INTRODUCTION

The dramatic changes in the business environment over the last four decades have forced organizations to respond in a strategic manner in order to survive and progress. Every strategic response made by the organization presupposes the involvement of people. People have a role to play in the implementation of strategic responses for they impact significantly on firm performance (Kandula, 2006). Organizations get their work accomplished through employees who perform different tasks. Therefore in order to improve the performance of organizations, employee commitment is necessary as it promotes level of individual employee performance. An employee who is committed in the work place is of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brow & Taylor, 2011 cited in Kamau, 2015). John & Elyse (2010) asserted that there is no firm that can achieve peak performance in the current competitive business environment unless it makes optimal use of its employees. Every employee needs to be committed to the company's goals and objectives, performs their duties as effectively as a member of the team in order to realize organizational objectives. Employees need to partner with the entrepreneurs as they rely on the efforts of the entrepreneur to deliver on the organizational objectives. This is due to the fact employees want to be part of an organization that is successful, which pays well and offers opportunities for development and security of tenure (John & Elyse, 2010). The challenge for any organizational performance is generally indicated by the effectiveness of an organization to achieve its objectives and efficiency to use the resources properly, satisfaction of employees and customer innovation, quality products and services and thereby ability to maintain unique human resource pool (Dyer & Reeves, 1995; Katou & Budwar, 2007).

Human resource planning has to do with forecasting demand for manpower based on its business needs and employing strategies required to meet these needs. The dimensions for the study include forecasting manpower demand and strategic action. Forecasting manpower demand involves the estimation of the number and type of human resource required at different levels in different departments in an organization (Pradeesh, 2011). Strategic actions for human resource entails staffing activities carried out in order to achieve organizational success in the long run. It is a disciplinary and creative process for determining where the organization should be in the future and how to take to the future with the help of human resource staffing activities (Graf, Hemmasi & Strong, 1996). There must be a proper utilization of human resources in organizations in order to achieve high performance standard (Lunenburg, 2012). Organizations may have adequate non- human resources like machines; materials and money but inadequate human resources cannot achieve high performance. Human resources are the main asset of an organization. The purpose of this study therefore was to examine the relationship between human resource planning and employee commitment in Local Government Councils of Rivers State.

The following research question guided the study:

- What is the relationship between human resource planning and affective commitment in Local Government Councils of Rivers State?
- What is the relationship between human resource planning and normative commitment in Local Government Councils of Rivers State?
- What is the relationship between human resource planning and continuance commitment in Local Government Councils of Rivers State?



Figure 1: Conceptual framework for the relationship between human resource planning and employee commitment

Source: Author's Desk Research, 2019

LITERATURE REVIEW

Resource Based View Theory

The underpinning theory for this study is anchored on the Resource Based view of the firm (RBV) which is an economic baseline theory. Resource base view theory refers to how competitive advantage can be achieved through the possession of valuable and rare resources that other competitors cannot imitate (Takeuchi, Lapak, Wang & Takeuchi, 2007). Competitive advantage comes from the internal resources (human resources) that the organization has. It establishes the need for organizations to build a valuable set of human resources and bundling them in a unique way in order to achieve firm success. Resource base view has long provided an essential theoretical rationale for human Resource Based-view of the firm is concerned with the fundamental question of why firms are different and how these firms deploy their resources to achieve and sustain competitive advantage. This theory has been examined by some management experts who contributed to its development. There is a shift away from external forces to internal resources as what contributes to the competitive advantage of the firms in strategy literature over the last decade. The reasons for the shift are: firstly, the increase rate of change in products, technology and shift in customer preferences. Secondly, the activities and coverage of some industries overlap, especially the information-related ones (Betis & Hitt, 1995). Thirdly, the rate of change in both the

external and internal environment of business has made firms to react very quickly, as competitive advantage is often tied to time (Stalk & Hout, 1990).

The primary concern of RBV is resource, and the performance of a firm is determined by the firm-specific resources and capabilities (Barney, 1991). According to Barney (1991) Resources refer to a firm's assets, capabilities, organizational processes, firms' attributes, information, knowledge etc controlled by a firm that enable the firm conceive of and implement strategies that improve its efficiency and effectiveness". Resources are those asset that are tied semi-permanently to the firm (Wernerfelt, 1984). It includes Economic, physical capital, human capital, commercial, technological, organizational capital resources, or assets used by the firm to develop, manufacture, and deliver products and services to its customers, its reputation and informational resources, including a firm's corporate culture, as well as its management team (Barney, 1991). Resources are the inputs into the production process.

The resources of a firm comprise the tangible resources (physical resources) and intangible resources (employees experience, skills, and firms good will) which are the sources of the firm's in competitive advantage. The competitive advantage of a firm according to Barney (1991) is dependent on the characteristics of a firm's resources. These characteristics include whether the resources are; valuable (in that they exploit opportunities and or

neutralized threats in a firm's environment), rare among a firm's current and potential competitors, inimitable, and non-substitutable (VRIM). Many authors have expanded Barney's view to include resource durability, non-tradability, and idiosyncratic nature of resources (Mahoney & Pandian, 1992).

Human Resource Planning

Human resource planning has to do with forecasting demand for manpower based on its business needs and employing strategies required to meet these needs. The dimensions for the study include forecasting manpower demand and strategic action. Forecasting manpower demand involves the estimation of the number and type of human resource required at different levels in different departments in an organization (Pradeesh, 2011). Strategic actions for human resource entails staffing activities carried out in order to achieve organizational success in the long run. It is a disciplinary and creative process for determining where the organization should be in the future and how to take to the future with the help of human resource staffing activities (Graf, Hemmasi & Strong, 1996). There must be a proper utilization of human resources in organizations in order to achieve high performance standard (Lunenburg, 2012). Organizations may have adequate non-human resources like machines; materials and money but inadequate human resources cannot achieve high performance. Human resources are the main asset of an organization.

Organizations need to know how many people and what sort of people they need to meet present and future business requirements. Human resource planning is one of the most important elements in a successful human resource management program (De cenzo & Robbins, 1988). Human resource planning is the core of human resource management. It determines that the right number of people with the right skills, in the right job position at the right time is employed in the organizations. Human resource

planning aids organizations to forecast, recruit and retain competent workforce in order to meet the organizational goals. Walker (1980) defines human resource planning as analyzing organization's human resource needs under changing conditions and developing the activities necessary to satisfy these needs. Vetter (1967) also defines human resource planning as the process by which management determines how organizations move from current position of manpower to its desired state. Human resource planning is an ongoing process that is not static involving many interrelated activities which must be modified and updated as conditions require.

Employee Commitment

In recent time, several scholarly research works have been conducted in the area of employee and organization commitment. Commitment is a difficult concept to define (Meyer & Allen, 1997; Meyer & Hercovitch, 2001). They defined commitment is a force that binds an individual to a course of action that is of relevance to a particular target. Meyer & Maltin (2010) are of the opinion that the binding force can be experienced in different ways (i.e. can be accompanied by different mindsets), including an affective attachment and involvement with the target and an awareness of the cost associated with discontinuing involvement with the target and that in its pure form, these mindset are referred to as affective commitment (AC), normative commitment (NC) and continuance commitment (CC) respectively. According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. In the view of Ongori (2007), employee commitment is described as an effective response to the whole organization and the degree of attachment or loyalty employee feels towards the organization.

In the same vein, Zheng, Sharan and Wei (2010) saw employee commitment as simply employee attitude to organization. Therefore, employee loyalty to management is shown in how committed they are to

their job in the organization. It shows identification with involvement in the day to day activities of the organization and management of organization should be concern with determining the level of commitment displayed by managers and would-be managers at all times. According to Meyer & Allen (1997) employee commitment is multi-dimensional in nature, encompassing workers loyalty, their willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization.

Shahid & Azhar (2013) argued that employee commitment has been an important factor to determine the success of an organization and that employee commitment to an organization has acquired increasing demand as it aids the organization to retain more staff thereby increase in achievement, productivity and effectiveness. In addition, that the three top drivers to employee commitment are fulfillment, fairness and care and concern for employees. According to Beheshtifar & Herat (2013), employee commitment is also seen as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Bratton & Gold (2007) and Lee & Chen (2013) said employee commitment is relative to the worker's attachment to participation in the activities of the organizations in which they are employed.

In another development, Bennett and Robinson (2000) performed an exploratory study which identified three psychological bases for organizational attachment. They are compliance commitment, identification commitment and internalization commitment. Compliance commitment is conceived to mean the employee is committed to the organization because there are high monetary and social costs associated with the organization. Identification commitment is commitment based on an emotional bond with the organization and the persons desire to be affiliated with the organization.

And lastly, internalization commitment is internalizing norms shared with the organizations goals, value and mission as encapsulated by (Madi, Abu-Jarad & Alqahtani).

Measures of Employee Commitment

Affective Commitment (AC)

According to Meyer & Allen (1997) affective commitment refers to the employee's emotional attachment to identification with, and involvement in the organization based on positive feelings, or emotions, toward the organization. The antecedent for affective commitment include perceived job characteristic where there is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interest, and perceived participatory management that they can influence decisions on the work environment and other uses of concern to them (Madi *et al*, 2012). They further asserted that the use of these antecedents is consistent with the findings by Rowden (2002) that these factors all create rewarding situations, intrinsically conducive to development of affective commitment.

Also, Meyer & Herscovitch (2001) argued that the primary basis for the development of affective commitment are personal involvement, identification with the relevant target, and value congruence (Meyer, Becker & Vandenberghe, 2004). As a result of the above view of Meyer & Herscovitch (2001), which states that when there is a high level of affective commitment, employees will be willing to remain in that organization, otherwise the reverse will be displayed. It has also been seen in the view of Bal, Sullivan & Harper, (2014) that affective commitment reflects an emotional attachment and involvement in the organization. But earlier, Allen & Meyer (1991) defined affective component as an emotional attachment to the organization via identification,

involvement and enjoyed membership. It has also been said that affective commitment shows commitment that depends on emotional ties the employee develops with the organization through work experiences that are positioned. The 'work experience relates to the boss-driven development as a dimension in management development.

Additionally, Meyer *et al* (2004) noted that commitment has both cognitive and affective elements. The cognitive elements are behavioral forms and the basis of the commitment, and the affective element comprises whatever feelings a specific mindset invokes. Also, Kaptijn (2009) shows that Meyer & Allen (1991) affective commitment has three sub-components:

- The emotional attachment to the organization
- The identification with the organization and
- The involvement in the organization

These three components of affective commitment no doubt further elaborate it. It has also been discovered that affective commitment develops if the employee is able to meet their expectations and fulfil their needs within the organization (the employee wants to stay in the organization (Bargain, 2010)). The Centre piece of the research investigated the exploratory power of the three foci of affective commitment: affective commitment to the organization, as an entity; affective commitment to an immediate manager and affective commitment to immediate co-workers. This is crucial because it will affect performance and behaviour of employee at workplace. It may be positive or negative effect depending on the level of affective commitment by the individual employee to either, the organization; immediate manager and or immediate co-workers.

Normative Commitment (NC)

According to Madi, *et al* (2012) normative commitment refers to an employee's feeling of obligation to remain with the organization where it

based on the employee having internalized the values and goals of the organization. Normative commitment is said to reflect a sense of obligation on the part of the employee to maintain membership in the organization (Bal,*et al*, 2014). It has also been conceived that the potential antecedents for normative commitment include co-worker commitment where it includes affective and normative dimensions as well as commitment behaviour, organizational dependability and participatory management. And that co-workers' commitment is expected to provide normative signals that influence the development of normative commitment. It is worthy to mention that organizational dependability and participatory management are key issues that will foster and install a sense of moral obligation to reciprocate to the organization. Normative commitment is said to reflect a sense of obligation instilled in the employee to sustain membership in the organization (Bal, *et al*, 2014).

Unarguably, Meyer & Maltin (2010) opined that latter observation regarding normative commitment is consistent with recent findings; demonstrating that normative commitment can have two faces, one reflecting a moral imperative and the other reflecting indebted obligation (Geltatly, Meyer & Luchak, 2006; Meyer & Parfyonova, 2010). Firstly, the moral imperative mindset is experienced when normative commitment combines with strong affective commitment. Secondly, the indebted obligation mindset results from a combination of strong normative commitment and continuance with weak affective commitment. Also, Lee & Chen (2013) asserted that normative commitment relates to obligation employee may feel they owe the organization for being given a job when they need it most. That in no small measure will increase or boost the employee level of commitment especially in a society where there is an army of unemployed people. And in another view, normative commitment

is said to develop as a junction of cultural and organizational socialization and the receipt of benefits that activate a need to reciprocate (Scholl, 1981). Meyer & Allen (1991) stated that the normative approach is a less common approach to commitment. The internalized moral obligation is contributor behaviour and is therefore, prominent in the individuals terminating employment with the organization. But in this type of commitment the employee is expected to pledge unalloyed loyalty to the organization without opposing and criticizing the activities of the organization.

Continuance Commitment (CC)

Bal, *et al* (2014) opined that continuance commitment is based on the perceived costs associated with discontinuing employment work with the organization. Kanter (1968) referred to continuance commitment as a cognitive orientation where costs are considered when leaving or remaining with the organization. Continuance commitment is seen as the commitment that is based on the cost that the employee is associated with when leaving the organization (due to high cost of leaving). And the potential antecedents of continuance include age, tenure, career satisfaction and intent to leave. Age and tenure can be seen as adopted predictors of continuance commitment, as a result of their roles as substitute measures of investment in the organization (Meyer & Allen, 1997). In the view of Madi *et al* (2012), tenure indicates non-transferable investments that means close working relationship with co-workers, retirement investments, career investments and skills peculiar to the particular organization while age can be negatively related to the number of available job opportunities. Career satisfaction was said to provide a more direct measure of career related investments which could be at risk if the individual leaves the organization. They went further to assert that whatever employees perceive to as sunk costs,

resulting from leaving the organization, are antecedents of continuance commitment.

Also, Bal *et al*, (2014) further opined that continuance commitment is based on the perceived costs associated with discontinuing employment with the organization. It is imperative to assert that while employees with strong affective commitment will continue employment with the organization because they want to, those with strong continuance commitment remain because they need to; and those with strong normative commitment because they feel they ought to do so (Meyer & Allen, 1991). In the same vein continuance commitment is said to relates to such terms of employment as job contract, which may make leaving the current job very costly and troublesome (Mullins, 2001). Continuance commitment is further developed as the result of accumulated investments, or side-bets that would be lost if the individual discontinued a course of action, and as a result of lack of alternative to the present course (Powell & Meyer, 2004).

According to Emhan (2012), the researcher emphasized that continuance commitment refers to employees' staying in the organization because of their fear of losing their salaries or other benefits that are dear to them (Bergman, 2006). Also among their reasons for staying is their inability to secure another job, reluctance to leave their co-workers, losing retirement benefits, unwillingness to relocate, alongside other economic, social and psychological issues (Allen & Meyer, 1991 and Emhan, 2012). This goes to showing that individual employees can decide to be committed to the organization because of their co-workers which he/she have so much attachment to in the organization. The various cost associated with leaving or staying in an organization are effectively weighed by the employee adopting the cost benefit analysis ratio either knowingly or ignorantly to achieve certain result that will enable them take decision relating to commitment.

Relationship between Human Resource Planning and Employee Commitment

Empirical researches have presumed connection between human resource management practices and organizational performance. There is a growing body of work on human resource practices and organizational performance which shows linkage between human resource practices and organizational performance. Mursi (2003) stated that there is a significant and positive relationship between human resource planning and organizational performance. Hiti (2000) posits that human resource planning have a positive relationship with organizational performance.

Human resource planning contributes to organizational success because it ensures that organizations always have a concept of the job market and how it relates to its failure. A company that refuses to engage in human resource planning in order to be proactive may find itself with a number of unfilled positions. Human resource management practices significantly contribute to organizational performance. Human resource management practices are set of practice used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. Human resource functions such as motivation process, human resource planning, education program, employees' relation, compensation, rewards and benefits, performance appraisal, education and development affect organizational performance from various aspects such as replacement, productivity and financial performance (Huselid, 1995).

From the foregoing reasoning, the study thus hypothesized that:

H₀₁: There is no significant relationship between human resource planning and affective commitment in Local Government Councils of Rivers State.

H₀₂: There is no significant relationship between human resource planning and normative commitment in Local Government Councils of Rivers State.

H₀₃: There is no significant relationship between human resource planning and continuance commitment in Local Government Councils of Rivers State.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population of the study was 10,967 employees of nine (9) selected Local Government Councils of Rivers State. The sample size of 386 was determined using the Taro Yamane's formula for sample size determination. After data cleaning, only data of 370 respondents were finally used for data analysis. The reliability of the instrument was achieved using the Cronbach Alpha Coefficient with all the items scoring above the 0.70 benchmark set by Nunnally (1978). The hypotheses were tested using the Spearman Rank Order Correlation with the aid of the Statistical Package for the Social Sciences version 23.0.

DATA ANALYSIS AND RESULTS

Tests of Hypotheses

The tests of hypotheses were based on the level of significance 0.05 adopted as the criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

Table 1: Correlation Matrix for Human Resource Planning and Employee Commitment

			Human Resource Planning	Affective Commitment	Normative Commitment	Continuance Commitment
Spearman's rho	Human Resource Planning	Correlation	1.000	.840**	.711**	.669**
		Coefficient				
		Sig. (2-tailed)	.	.000	.000	.000
		N	370	370	370	370
	Affective Commitment	Correlation	.840**	1.000	.881**	.905**
		Coefficient				
		Sig. (2-tailed)	.000	.	.000	.000
		N	370	370	370	370
	Normative Commitment	Correlation	.711**	.881**	1.000	.877**
		Coefficient				
		Sig. (2-tailed)	.000	.000	.	.000
		N	370	370	370	370
Continuance Commitment	Correlation	.669**	.905**	.877**	1.000	
	Coefficient					
	Sig. (2-tailed)	.000	.000	.000	.	
	N	370	370	370	370	

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data 2019 and SPSS output version 23.0

Table 1 illustrated the test for the three previously postulated bivariate hypothetical statements. The results showed that for

H₀₁: There is no significant relationship between human resource planning and affective commitment in Local Government Councils of Rivers State.

The correlation coefficient (r) showed that there is a significant relationship between human resource planning and affective commitment in Local Government Councils of Rivers State. The rho value 0.840 indicated this relationship and it was significant at p 0.000<0.05. The correlation coefficient represents a very correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between human resource planning and affective commitment in Local Government Councils of Rivers State.

H₀₂: There is no significant relationship between human resource planning and normative commitment in Local Government Councils of Rivers State.

The correlation coefficient (r) showed that there is a significant and positive relationship between human resource planning and normative commitment. The rho value 0.711 indicates this relationship and it was significant at p 0.000<0.05. The correlation coefficient represented a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between human resource planning and normative commitment in Local Government Councils of Rivers State.

H₀₃: There is no significant relationship between human resource planning and continuance commitment in Local Government Councils of Rivers State.

The correlation coefficient (r) showed that there is a significant and positive relationship between human resource planning and continuance commitment. The ρ value 0.669 indicated this relationship and it was significant at $p < 0.000 < 0.05$. The correlation coefficient represents a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between human resource planning and continuance commitment in Local Government Councils of Rivers State.

DISCUSSION OF FINDINGS

The study hypotheses examined the relationship between human resource planning and employee commitment. The study finding revealed that there is a significant relationship between human resource planning and employee commitment in Local Government Councils of Rivers State. This finding is in line with the views of Pradeesh (2011) who argued that human resource planning has to do with forecasting demand for manpower based on its business needs and employing strategies required to meet these needs. The dimensions for the study include forecasting manpower demand and strategic action. Forecasting manpower demand involves the estimation of the number and type of human resource required at different levels in different departments in an organization.

Graf, Hemmasi & Strong (1996) explained that strategic actions for human resource entails staffing activities carried out in order to achieve organizational success in the long run. It is a disciplinary and creative process for determining where the organization should be in the future and how to take to the future with the help of human resource staffing activities. There must be a proper utilization of human resources in organizations in order to achieve high performance standard (Lunenburg, 2012). Organizations may have adequate non- human resources like machines; materials and

money but inadequate human resources cannot achieve high performance. Human resources are the main asset of an organization.

Furthermore according to De cenzo & Robbins (1988) human resource planning is the core of human resource management. It determines that the right number of people with the right skills, in the right job position at the right time is employed in the organizations. Human resource planning aids organizations to forecast, recruit and retain competent workforce in order to meet the organizational goals. Walker (1980) defines human resource planning as analyzing organization's human resource needs under changing conditions and developing the activities necessary to satisfy these needs. Vetter (1967) also defines human resource planning as the process by which management determines how organizations move from current position of manpower to its desired state. Human resource planning is an ongoing process that is not static involving many interrelated activities which must be modified and updated as conditions require.

CONCLUSION AND RECOMMENDATION

This study examined the relationship between human resource planning and employee commitment in Local Government Councils of Rivers State. From the data generated and analyzed, it was empirically discovered that significant relationship between human resource planning and employee commitment in Local Government Councils of Rivers State. Based on results and the findings of the present study, the study concludes that human resource planning increases as affective, normative as well as continuous commitment increases.

The study recommended that Authorities of Local Government Councils in Rivers State should continually carry out human resource audit and planning to determine in advance the demand and supply situation in the labor market prior to recruitment of employees.

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