

MANPOWER PLANNING, IMPLEMENTATION AND PERFORMANCE OF EMPLOYEES IN THE SERVICE OF FEDERAL COLLEGES OF AGRICULTURE IN NIGERIA

Chukwuma, Nnenna Nancy¹

Abstract

This study investigates the influence of manpower planning and its implementation on employees' performance within the service of three Federal Colleges of Agriculture in Nigeria. Data were collected from 253 respondents using structured questionnaires and analysed using descriptive statistics, Pearson correlation, and regression analysis. Results show high levels of manpower planning (mean = 4.02) and moderately effective implementation (mean = 3.74). Employee performance was also rated high (mean = 4.04), suggesting a generally productive workforce. However, some weaknesses were identified, particularly in areas such as inadequate funding, limited communication of manpower plans, and resource adequacy. These gaps suggest implementation inconsistencies and limited performance feedback mechanisms. Correlation analysis revealed strong positive relationships between manpower planning and employee performance ($r = 0.724$), and between implementation and performance ($r = 0.753$). Regression findings confirm that both manpower planning ($\beta = 0.724$, $p < 0.001$), implementation ($\beta = 0.753$, $p < 0.001$) and manpower planning ($\beta = 0.344$, $p < 0.001$) jointly with implementation ($\beta = 0.421$, $p < 0.001$) significantly predict employee performance. These findings highlight the necessity of aligning manpower planning with institutional goals and ensuring effective implementation mechanisms to optimise staff output. The study recommends the strengthening of manpower planning with effective implementation mechanisms enhance employee performance in the Civil Service.

Keywords: *Manpower planning, Implementation, Employees' performance, Federal colleges of agriculture, Nigeria.*

Introduction

Human resources are the most important asset of any organisation, because organisational success or failure depends on the quality of people who plan and execute its programme. Effective human resources planning is therefore necessary for obtaining and retaining the quantity and quality of manpower needed, ensuring their effective and optimal use. Manpower

¹ National Open University of Nigeria. nnchukwuma@noun.edu.ng

planning is the strategic process of forecasting an organisation's future human resource needs and aligning them with its long-term goals. It is also a process of projecting for the future acquisition, utilisation, improvement and retention of staff where possible in any organisation (Bartholomew, 2007). Therefore, in the context of public administration, particularly within the civil service, manpower planning plays a critical role in determining how government institutions recruit, develop, deploy, and retain the talent necessary for delivering public services effectively.

Manpower planning also known as workforce planning or human resource planning (HRP), enables workforce or personnel planning by anticipating and making provision for the movement of people into, within, and out of work groups. By ensuring that the right talent is available, developed, and deployed appropriately, HRP supports the optimal use of human capital, an essential driver of organisational productivity and long-term performance. Manpower planning has also been justified as instrumental for identifying workforce surpluses and shortages, and for building the human capital necessary for national competitiveness (Parmar and Makwana, 2012).

However, manpower planning is not without its inherent challenges. Ukpong (2017) identified some challenges intrinsic to manpower planning that must be resolved through the planning process. These include the dynamics of the labour market, the inevitability of government-led interventions, skills mismatch, high rates of unemployment and poverty, dominance of the public sector in employment, and the growing presence of expatriate workers.

In Nigeria, the civil service forms the administrative backbone of governance, implementing policies and ensuring the delivery of essential services. However, the service also faces the manpower related challenges. According to the Federal Civil Service Commission (FCSC), skill mismatch and underutilisation are among the core challenges plaguing Nigeria's civil service, rather than the commonly assumed problem of overstaffing. Although Nigeria's federal civil service workforce is relatively small by international standards, a significant proportion of employees possess outdated skills, leading to redundancy and diminished effectiveness in service delivery (Akingbohunbe, 2025). These issues are compounded by inconsistent manpower plan implementation, irregular recruitment, and weak alignment with broader national objectives. The Office of the Civil Service of the Federation (OHCSF) (2021) highlights these implementation gaps, including low funding, bureaucratic resistance, and poor monitoring.

Employee performance in the civil service is a critical outcome variable, influenced by various human resource management practices. Performance in the public sector is more complicated and multidimensional, and somewhat difficult to assess than in the private sector (Cannon and Fry, 1992). Performance is typically assessed through indicators such as task

completion, compliance with procedures, timeliness, innovation, and responsiveness to public needs. However, weak linkage between manpower planning and performance measurement systems often undermines effectiveness.

This study, therefore, seeks to explore the dynamics of manpower planning and its implementation in the Nigerian civil service, and how these affect employee performance. By examining practices, challenges, and institutional frameworks, the study aims to contribute to more effective policy formulation and workforce management strategies in the public sector.

Statement of the Problem

The Nigerian civil service continues to grapple with human resource inefficiencies, redundant roles, outdated staffing patterns, and poorly implemented manpower plans. These challenges hinder employee productivity and overall institutional performance. Despite its strategic relevance, manpower planning is often underutilised or inconsistently applied, resulting in wasted human capital and unfulfilled development targets.

Objectives of the Study

The objectives of this study are to:

- i. Examine manpower planning practices in selected Federal Colleges of Agriculture.
- ii. Evaluate the implementation mechanisms of manpower plans.
- iii. Assess the relationship between manpower planning and employee performance.

Research Questions

This study posited three (3) key research questions, namely;

- i. What are the existing manpower planning practices in the Federal Colleges of Agriculture?
- ii. How are manpower plans implemented?
- iii. What is the effect of manpower planning and implementation on employee performance?

Statement of Hypotheses

Ho1: Manpower planning has no significant effect on employee performance.

Ho2: Implementation of manpower planning has no significant effect on employee performance

Ho3: Manpower planning and implementation have no significant effect on employee performance

Scope of the Study

The study focused on Federal Civil Service Institutions in Nigeria, covering the Federal College of Land Resources, Kuru, Federal Cooperative College, Ibadan, and Federal College of Animal Health and Production Technology, Ibadan. The study includes personnel at various levels of responsibility, that is, Directorate, and Middle Management staff.

Literature Review

Conceptual Review

Manpower planning is the systematic process of forecasting and fulfilling human resource requirements in alignment with organisational and national development goals. Nwichi, and Chukwuka (2017) define manpower planning as the process of ensuring that an organisation identifies its human resource needs and develops plans to meet them. Amobi (2019) highlights that human resource planning may vary by organisation, ranging from a focus on succession and development to a broader staffing process involving recruitment, deployment, development, and attrition management aligned with evolving organisational needs. In this context, it is seen as the process of aligning potential employees with their areas of specialisation and providing an enabling environment for optimal performance. Ojo (1986) delineates five domain tasks of manpower planning, including identifying sectoral manpower needs, structuring educational and vocational training, evaluating labour markets, establishing planning institutions, and fostering productive industrial relations.

Furthermore, manpower planning is not only about forecasting labour needs but also about ensuring effective utilisation of available human capital. Wajiga and Ndaghu (2017) highlight that manpower planning serves as a strategic tool that aligns staffing with organisational objectives by minimising wastage, reducing labour shortages or surpluses, and fostering productivity. This involves proactive forecasting of retirements, resignations, transfers, and succession planning. In doing so, organisations can mitigate disruptions and ensure continuous service delivery.

Workforce planning can also be operational in nature. According to ISO (2016), operational workforce planning is the structured process of identifying, analysing, and organising an organisation's human resource needs over a defined period. It aligns with the organisation's planning cycle and involves systematically gathering, analysing, and reporting data to inform and support workforce planning strategies aimed at achieving desired outcomes.

From a performance perspective, employee performance refers to the degree to which an individual fulfills organisational roles and responsibilities. In the public sector, performance typically includes service delivery effectiveness, job knowledge, responsiveness, and procedural adherence (Harter *et al.*, 2002). Thus, employee performance is both an outcome and a metric for assessing the success of manpower strategies. Nwichi and Chukwuka (2017) highlight manpower planning as a critical tool for improving performance in public organisations, but stressed that its effectiveness is often undermined by weak regulatory enforcement. This underscores the need for robust policy enforcement frameworks in the civil service to enhance workforce effectiveness and equity.

Theoretical Review

Theoretical frameworks provide structured perspectives for understanding how manpower planning and its implementation influence employee performance. In this study, theories that explore the value of human resources, motivation, and job performance underpin the analysis.

This study draws from Human Capital Theory, developed by Becker (1964), which posits that individuals possess skills, knowledge, and experience that constitute economic value. In this context, manpower planning is viewed as an intentional investment in the recruitment, development, and retention of human capital to enhance organisational performance. By forecasting future needs and aligning skill development accordingly, organisations build capacity for improved productivity.

The Job Demands–Resources (JD-R) Model developed by Bakker and Demerouti (2007) explains how job performance is influenced by the balance between job demands and job resources. In the context of manpower implementation, when civil servants are adequately supported through effective staffing, defined responsibilities, and adequate tools, they are more likely to be engaged and productive. Poor implementation, on the other hand, may lead to stress, low morale, and poor outcomes.

Together, these theories provide a robust framework for examining the effects of manpower planning and implementation on employee performance. While Human Capital Theory justifies manpower planning as a developmental investment, the JD-R model explains how its implementation affects motivation and productivity. By integrating these perspectives, the study builds a theoretical foundation for examining how planning and implementation processes shape employee performance in the Nigerian civil service.

Theoretical Framework

This study adopts an integrated theoretical framework combining Human Capital Theory, and the Job Demands–Resources (JD-R) Model. While Human Capital Theory underscores manpower planning as a strategic investment in employee potential, the JD-R Model highlights how the availability and implementation of job resources such as adequate staffing, role clarity, and supportive management enhance employee performance.

Collectively, these theories provide a multidimensional framework for understanding how manpower planning and its implementation can directly and indirectly influence employee performance within the Nigerian civil service.

Empirical Review

Several empirical studies highlight the critical link between manpower planning and employee performance across Nigeria's federal, state, and local civil service levels.

At the federal level, Amobi (2019) found that strategic manpower planning, including merit-based recruitment, continuous staff development, and effective leadership, significantly influences the performance and sustainability of public institutions. The study identified weak recruitment policies and ineffective leadership as major constraints to successful manpower implementation. Similarly, Ubah and Ibrahim (2021), in a study conducted within the Federal Ministry of Works and Housing, reported a strong positive relationship between human resource planning and organisational performance, with recruitment and workforce projections explaining over 60% of performance variation. Their findings underscore the importance of transparent, politically neutral recruitment processes in enhancing institutional capacity and employee productivity in federal ministries.

At the state level, Okon *et al.* (2022) demonstrated that effective staff mix utilisation enhances productivity in Akwa Ibom State University, while poor work-life balance and limited motivational incentives negatively impact staff efficiency and service delivery. This underscores the need to align manpower planning with employee well-being to improve performance outcomes.

At the local government level, Hassan and Hunga (2023), in their study of Ewekoro Local Government in Ogun State, revealed that manpower planning is hindered by the absence of reliable data, poor forecasting practices, and mismanagement of training resources. The lack of succession planning and limited staff development efforts were found to reduce operational efficiency. The study concluded that adopting a strategic manpower planning framework, with improved communication of HR policies, increased motivation, and better working conditions, is essential for strengthening performance at the grassroots level.

Together, these studies affirm that effective manpower planning, anchored in strategic forecasting, staff development, and transparent recruitment, serves as a vital driver of employee performance and institutional effectiveness at all levels of government.

Contextual Review

In Nigeria, manpower planning in the civil service is guided by statutory frameworks and administrative policies. The Office of the Head of Civil Service of the Federation (OHCSF) coordinates workforce planning through periodic workforce audits, vacancy analyses, and succession planning exercises.

Guidelines for manpower planning are stipulated in documents such as the Public Service Rules and extant circulars issued from time to time by the OHCSF. These documents emphasise needs-based recruitment, equity in career progression, and gender balance. Strategic manpower planning is

expected to align with the Medium-Term Sector Strategy (MTSS) and the National Development Plan. The strategic national development role of manpower planning is reinforced in the Economic Recovery and Growth Plan (ERGP) of Nigeria (2017–2020), which includes a strategy to “Develop a national manpower policy to match job skill requirements and education programmes” (FMBNP, 2017).

Employee performance in the Nigerian civil service is traditionally evaluated using the Annual Performance Evaluation Report (APER) forms, which assess attributes like punctuality, task completion, teamwork, and discipline. In some ministries and agencies, modern performance management systems incorporating KPIs and output-based metrics have been adopted (OHCSF 2021). However, implementation varies widely across MDAs. Challenges to effective manpower planning and performance evaluation include lack of reliable data, political interference in recruitment and promotion, inadequate funding, and weak enforcement of existing policies.

Methodology

The study adopts a descriptive survey design. Both quantitative and qualitative data were collected to gather robust insights from staff of the three Federal Colleges of Agriculture Surveyed. Primary quantitative and qualitative data were collected via structured questionnaires targeting management and middle managers in the three Federal Colleges of Agriculture surveyed.

The target population includes employees of the three Federal Colleges of Agriculture. A multi-stage sampling technique was employed to the Colleges, followed by stratified sampling to ensure representation by job level and function. A total of 253 staff were surveyed in this study. Quantitative data were analysed using descriptive statistics (mean, frequency, percentage) and inferential techniques, including correlation and regression analyses. Qualitative responses were thematically analysed.

Model Specification

The study tests the relationship between manpower planning (X1), implementation (X2), and employee performance (Y):

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where: Y = Employee Performance

X1 = Manpower Planning

X2 = Implementation

a = Constant

b1 = Change in employee performance associated with a one-unit increase in the planning score, holding implementation and controls constant.

b2 = Change in employee performance associated with a one-unit increase in implementation score, holding planning and controls constant.

e = Error term

Results and Discussion

The characteristics of the respondents, which cut across the various academic and non-academic departments and units of the College, is presented in Table 1. The gender distribution shows a male-dominated respondent group, with almost 60% being men. This may reflect the broader gender structure in the civil service, especially in technical or leadership roles. However, the female representation (about 40%) is still notable and could provide balanced perspectives in evaluating manpower-related issues.

The age data reveals a predominantly young-to-mid-career workforce, with over 93% of respondents falling between ages 25 to 54. This suggests an active and productive workforce that is still developing professionally, which calls for long-term succession planning and continuous capacity development. The low representation of older staff (55+) may indicate recent recruitment drives or limited succession planning.

Table 1: Characteristics of Respondents

Parameter	Frequency
Gender	
Male	151 (59.7)
Female	102 (40.3)
Age (years)	
Under 25	0 (0)
25 – 34	57 (22.5)
35 – 44	117 (46.2)
45 – 54	65 (25.7)
55 and above	16 (6.3)
Marital Status	
Single	45 (17.8)
Married	203 (80.2)
Divorced/Separated	3 (1.2)
Widowed	2 (0.8)
Academic Qualification	
ND	9 (3.5)
HND/Bachelors	128 (50.6)
MS	87 (34.4)
PhD	29 (11.5)
Experience	
0 – 5	130 (51.4)
6 – 10	16 (6.3)
11 – 15	55 (21.7)
16 – 20	24 (9.5)
Over 20	28 (11.1)

Source: Field Survey, 2025

The marital status data revealed that majority (about 80%) of respondents are married, which may imply a workforce with family

responsibilities, potentially influencing expectations around job stability, family-friendly work environment, and work-life balance policies.

The analysis further reveals a highly educated workforce, with over 95% of respondents holding university degree or equivalent qualifications. Although, significant proportion (46%) possess postgraduate degrees, the institutional requirements for academic progression, especially for academic staff may indicate a level of qualification gaps. This may limit opportunities for career advancement, succession planning, and effective academic staffing. Addressing this gap through structured postgraduate training and academic development initiatives is essential for sustaining manpower quality and meeting institutional mandates in teaching, research, and accreditation.

The experience data shows a that the workforce is relatively inexperienced, with about half having less than 6 years of service. This aligns with earlier findings on the age of respondents and suggests recent recruitment. It also underscores the need for deliberate mentorship, career development programmes and succession planning to ensure performance continuity and institutional memory retention.

Overall, the demographic analysis points to a young, male-dominated, relatively educated but professionally inexperienced workforce. The findings emphasise the urgency of integrating strategic manpower planning with inclusive recruitment, targeted training, performance management, and succession policies to unlock the full potential of this workforce. These demographic insights provide an empirical foundation for policy recommendations aimed at aligning manpower development with institutional goals and national development priorities.

Manpower Planning in the Federal Colleges of Agriculture

Table 2 shows the respondents' perception of manpower planning in FECOLART, Kuru, FCC, Ibadan and FCAHPT, Ibadan.

The overall mean score of 4.02 for manpower planning indicates a strong presence of formal manpower systems. This is consistent with earlier

Table 2: Perception of Respondents on Manpower planning in the Federal Colleges of Agriculture

S/N	Statement	SA	A	N	D	SD	$\sum fx$	N	Mean	Decision
1	My organization has a formal manpower planning system	94	114	32	8	5	1,043	253	4.12	Accept
2	Workforce needs are identified regularly in my department	82	119	34	13	5	1,019	253	4.03	Accept
3	Job roles and duties are well defined and documented	109	108	25	9	2	1,072	253	4.24	Accept
4	Succession planning is actively practiced	75	125	41	7	5	1,017	253	4.02	Accept
5	Recruitment is based on workforce planning forecasts	50	113	64	18	8	938	253	3.71	Accept
6	Manpower planning is aligned with organizational objectives	83	113	38	12	7	1,012	253	4.00	Accept
Grand total of mean score									4.02	Accept

Source: Field Survey, 2025

findings and the policy of government to strengthen manpower planning (FMBNP, 2017). Respondents agree that job roles are clearly defined, succession planning is practiced, and workforce needs are regularly identified. However, slightly lower scores on statements related to forecast-based recruitment and alignment with organisational objectives suggest room for improvement in the strategic integration of planning with broader institutional goals. Not addressing some intrinsic bottlenecks associated with manpower planning can have significant negative impacts on its effectiveness (Ukpong, 2017).

Manpower planning implementation in the Federal Colleges of Agriculture

Table 3 shows the perception of staff on manpower implementation in FECOLART, Kuru, FCC, Ibadan and FCAHPT, Ibadan.

Table 3: Perception of respondents on manpower implementation in the Federal Colleges of Agriculture

S/N	Statement	SA	A	N	D	SD	Σfx	N	Mean	Decision
1	My department implements manpower plans effectively	79	117	44	10	3	1,018	253	4.02	Accept
2	There is a regular review of implementation outcomes	56	121	51	20	5	962	253	3.80	Accept
3	HR officers communicate manpower plans clearly	46	119	64	18	6	940	253	3.72	Accept
4	Promotions and postings are based on planned structures	80	138	25	6	4	1,043	253	4.12	Accept
5	There is adequate funding for implementing manpower initiatives	24	77	98	39	15	815	253	3.22	Accept
6	Training programs are scheduled based on identified manpower gaps	38	110	70	23	12	898	253	3.55	Accept
Grand total of mean score									3.74	Accept

Source: Field Survey, 2025

In terms of manpower planning implementation, the overall mean of 3.74 shows moderate effectiveness, pointing to room for improvement and follow-through. Respondents affirm that promotions and postings follow structured manpower plans, and that training is based on identified gaps. However, there is the need for stronger attention to adequate funding of manpower initiatives (mean: 3.22), scheduling of training programmes based on identified manpower gaps (3.55), clear communication of manpower plans by HR officers (mean: 3.72), and undertaking regular reviews of implementation outcomes (3.80). These findings also aligned with the responses of respondents who identified inadequate funding, staffing and reviews as the main challenges with manpower planning and implementation

in their institutions. These gaps pose significant risks to sustainability and effectiveness of manpower initiatives, potentially undermining their intended impact. This reinforces earlier findings that certain bottlenecks can hinder the effective manpower planning and creating implementation gaps (OHCSF, 2021; Okon *et al.*, 2022; Hassan and Hunga, 2023).

Employee Performance in the Federal Colleges of Agriculture

The perception of respondents on employee performance in FECOLART, Kuru, FCC, Ibadan and FCAHPT, Ibadan is detailed in Table 4.

Table 4: Perception of respondents of employee performance in the Federal Colleges of Agriculture

S/N	Statement	SA	A	N	D	SD	Σfx	N	Mean	Decision
1	I am clear about what is expected of me at work	169	78	3	2	1	1,171	253	4.63	Accept
2	I am able to meet my performance targets	143	98	7	4	1	1,137	253	4.49	Accept
3	I have received training that improves my job performance	81	97	50	18	7	986	253	3.90	Accept
4	The quality of supervision affects my performance	46	110	58	28	11	911	253	3.60	Accept
5	Workload and resources provided are appropriate	41	91	73	36	12	872	253	3.44	Accept
6	Manpower planning has improved my productivity	53	124	54	15	7	960	253	3.79	Accept
7	I am motivated to contribute to organizational goals	88	115	33	13	4	1,029	253	4.06	Accept
8	I would describe my performance as effective	130	109	9	5	0	1,123	253	4.44	Accept
Grand total of mean score									4.04	Accept

Source: Field Survey, 2025

The employee performance data reflect generally positive perceptions. The highest scores were recorded for clarity of role expectations (mean: 4.63), meeting performance targets (mean: 4.49). The respondents also indicated that they are motivated to contribute to organisational goals (mean: 4.44) and described their performance as effective (mean: 4.04), indicating a motivated and focused workforce. However, workload and resource adequacy (mean: 3.44), quality of supervision (mean: 3.60) as well as alignment of manpower planning and productivity (mean: 3.79) and staff training and productivity (mean: 3.90) are areas requiring higher levels of attention. These suggest possible strain on staff due to insufficient support structures, and a misalignment between available tools and task requirements. Importantly, the perception that manpower planning and implementation has improved productivity (mean: 4.04) affirms its direct impact on performance outcomes.

This is consistent with the findings of Nwichi and Chukwuka, (2017); Okon *et al.*, (2022) and, Hassan and Hunga, (2023).

Impact of manpower planning and implementation on employee performance in the Federal Colleges of Agriculture

The findings from the correlation and regression analysis (Tables 5 & 6) reveal strong and statistically significant relationships among manpower planning, implementation, and employee performance within the institution.

Table 5: Correlation Matrix Table

Variable	Planning	Implementation	Performance
Planning	1	0.790**	0.724**
Implementation	0.790**	1	0.753**
Performance	0.724**	0.753**	1

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

From the correlation matrix (Table 5), manpower planning shows a strong positive relationship with employee performance ($r = 0.724$). Implementation, on the other hand, has an even stronger correlation with employee performance ($r = 0.753$), suggesting that how plans are operationalised has a major bearing on workforce outcomes.

Table 6A: Regression Coefficients of manpower planning, implementation and employee performance in the Federal Colleges of Agriculture*

Predictor	B	SE	β	t	p
Constant	10.246	3.025	—	3.39	.001**
Planning	0.876	0.124	0.724	7.07	.000**
Implementation	0.883	0.119	0.753	7.42	.000**

*Dependent variable: Employee performance

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

Table 6B: Combined Regression Coefficients of manpower planning, implementation and employee performance in the Federal Colleges of Agriculture*

Predictor	B	SE	B	t	p
Constant	8.829	2.739	—	3.22	.001**
Planning	0.416	0.110	0.344	3.78	.000**
Implementation	0.565	0.107	0.481	5.28	.000**

*Dependent variable: Employee performance

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

The regression coefficients (Table 6A) further affirm the relationships among the three constructs. The model shows that manpower planning ($\beta = 0.724$, $p < 0.001$) and implementation ($\beta = 0.753$, $p < 0.001$) are both significant predictors of employee performance, with implementation exerting a slightly stronger influence. Planning significantly predicts Performance (52.5% variance explained) while implementation significantly predicts Performance (56.7% variance explained). The intercept (10.246) is indicating a potential baseline level of performance even in the absence of formal planning or structured implementation.

The combined model of regression coefficients (Table 6B) also affirms the combined effect of manpower planning and implementation on employee performance. The combined model shows that manpower planning ($\beta = 0.344$,

$p < 0.001$) and implementation ($\beta = 0.481$, $p < 0.001$) jointly significantly predict employee performance. The combined regression model also shows that Planning and Implementation together explain 61.2% of the variance in employee performance, which is higher than when each was considered separately (Planning alone = 52.5%, Implementation alone = 56.7%). The intercept for the combined model (8.829) is indicating a potential baseline level of performance even in the absence of formal planning or structured implementation.

Gaps between planning and execution are likely due to insufficient monitoring, inadequate capacity among supervisors, inadequate funding, and inadequate performance tracking systems, which may weaken accountability and limit feedback loops between planning, implementation, and actual outcomes.

These results underscore the dual importance of both planning and effective implementation in driving staff performance. The relatively stronger impact of implementation indicates that even well-crafted plans may fail to improve performance if not executed with clarity, consistency, and adequate institutional support. This finding is consistent with that of Amobi (2019) and Ubah and Ibrahim (2021).

Testing of Hypotheses

Re-Ho1: Manpower planning has no significant effect on employee performance

The regression model shows that manpower planning ($\beta = 0.724$, $p < 0.001$) is a significant predictor of employee performance. Therefore, hypothesis H01 is rejected.

Re-Ho2: Implementation has no significant effect on employee performance

The regression model shows that implementation ($\beta = 0.753$, $p < 0.001$) is a significant predictor of employee performance. Therefore, hypothesis H02 is rejected.

Re-Ho3: Manpower planning and implementation has no significant combined effect on employee performance

The combined regression model shows that manpower planning ($\beta = 0.344$, $p < 0.001$) and implementation ($\beta = 0.481$, $p < 0.001$) jointly significantly predict employee performance, with implementation exerting a slightly stronger influence than planning. Consequently, hypothesis H03 is rejected.

Conclusion

This study investigated the relationship between manpower planning, its implementation, and employee performance in FECOLART, Kuru, FCC,

Ibadan and FCAHPT, Ibadan. Anchored on both theoretical and empirical frameworks, the research sought to assess how well-structured manpower strategies and their execution influence workforce outcomes. Demographic data from the study revealed a young, male-dominated, relatively well-educated but professionally inexperienced workforce, highlighting the need for structured planning, training, and succession mechanisms.

Findings from the correlation and regression analyses confirmed that both manpower planning and its implementation significantly influence employee performance. Notably, implementation emerged as the stronger predictor, underscoring the critical importance of translating plans into concrete actions. Despite the presence of some planning structures, the data revealed weaknesses in execution, capacity development, and performance tracking systems.

The study concludes that while strategic manpower planning lays the groundwork for organisational effectiveness, its impact is maximised only when paired with robust implementation frameworks and performance monitoring systems. Institutions must therefore prioritise not just the design of manpower strategies, but also their timely, inclusive, and results-oriented execution. Doing so will enhance employee performance, ensure sustainability, and align workforce development with institutional and national objectives.

Recommendations

Based on the findings of the study, the following are recommended:

- i. The Federal Colleges of Agriculture should invest more in structured manpower planning frameworks to enhance execution capacity and performance.
- ii. The Federal Colleges of Agriculture should ensure that manpower planning strategies are designed with implementation mechanisms in mind (resources, accountability, training) since performance gains depend heavily on execution.
- iii. The Federal Colleges of Agriculture should strengthen the planning-implementation-performance chain by ensuring that manpower plans are realistic, well-structured, and backed by effective implementation mechanisms.

References

- Akingbohunge, O. (Reporter) (2025, July 8). Federal Civil Service faces skill mismatch, not overstaffing, says FG. Retrieved from <https://www.okay.ng/federal-civil-service-faces-skill-mismatch-not-overstaffing-says-fg/>
- Amobi, M. U. (2019). Impact of manpower planning on organisational performance: A study of Chukwuemeka Odumegwu Ojukwu University and Federal Polytechnic Oko in Anambra State, Nigeria. *Ae-Funaf Journal of Accounting, Business and Finance (FJABAF)*, 5(1), 142–169.
- Bakker, A. B., & Demerouti, E. (2007). The job demands–resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Bartholomew, K. (2007). Delphi techniques—An analytical review. *Long Range Planning*, 40(1), 12–17.
- Becker, G. S. (1964). *Human capital: A theoretical and empirical analysis, with special reference to education*. Chicago, IL: University of Chicago Press.
- Cannon, P., & Fry, T. (1992). Performance measurement in the public sector. *LATPS Occasional Paper Series*, 8, Public Sector Management Division, Latin America and the Caribbean Region Technical Department, World Bank.
- Federal Ministry of Budget and National Planning (FMBNP). (2017). *Economic recovery and growth plan (2017–2020)*. Abuja: FMBNP.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279.
- Hassan, I. K., & Hunga, V. O. (2023). An assessment of manpower planning in nigeria local government system. *Journal of Public Administration, Finance and Law*, 29, 211–221.
- International Organisation for Standardisation (ISO). (2016). *Human resource management — Workforce planning (ISO Standard No. 30409:2016)*. Retrieved July 5, 2025, from <https://www.iso.org/obp/ui/en/#iso:std:iso:30409:ed-1:v1:en>
- Nwichi, C. K., & Chukwuka, E. U. (2017). Manpower planning as a tool for enhancing the performance of public organisation. *Arabian Journal of Business and Management Review (Nigerian Chapter)*, 4(3), 11–18. <https://doi.org/10.12816/0037775>

Office of the Head of the Civil Service of the Federation (OHCSF). (2021). *The new civil service: Federal Civil Service Strategy and Implementation Plan 2021–2025*. Abuja: OHCSF.

Ojo, F. (1986). Nigeria's manpower planning experience. In F. Ojo, A. Aderinto, & T. Fashoyin (Eds.), *Manpower development and utilisation in Nigeria: Problems and policies* (pp. 1–20). Lagos: University of Lagos Press.

Okon, E. E., Akpanim, N. E., & Malachi, U. (2022). Manpower Planning and Organisational Effectiveness in Akwa Ibom State University. *Global Journal of Human Resource Management*, 10(3): 1-50.

Parmar, R., & Makwana, A. (2012). Human resource planning: A key to internal and external fit. *Indian Journal of Management Science*, 2(3), 49–56.

Ubah, C. A., & Ibrahim, U. A. (2021). Examining the effect of human resource planning on the performance of public sector organisations: Evidence from Nigeria. *International Journal of Research in Business and Social Science*, 10(5), 72–82.

Ukpong, E. A. (2017). Developing a national manpower planning policy for Nigeria: The shifts and new fundamentals. *Journal of Social Science for Policy Implications*, 5(2), 21–33.

Wajiga, H., & Ndaghu, J. T. (2017). Significance of manpower planning for effective utilisation of human resources in an organisation: A conceptual approach. *International Journal of Business and Management Invention*, 6(8), 6–22.