

Manpower Planning As A Tool To Achieving Organizational Efficiency And Effectiveness: A Case Study Of Amuwo-Odofin Local Government Council Lagos State

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Abstract: In the context of growing demands on public institutions to deliver effective services amidst complex socio-economic pressures, manpower planning has emerged as a critical driver of organizational efficiency and effectiveness. This study investigates manpower planning practices within the Amuwo-Odofin Local Government Council (LGC) of Lagos State, Nigeria, exploring their influence on strategic staffing, recruitment, and service delivery outcomes. Adopting a descriptive survey research design, the study engaged 25 respondents across five key departments using stratified random sampling. Findings reveal a significant correlation between the calibre of manpower and organizational performance, affirming the strategic relevance of human resource forecasting and development. However, challenges such as political interference, inconsistent training, and poor data infrastructure continue to hinder optimal planning outcomes. The study underscores the need for institutionalising manpower planning as a governance imperative, recommending the integration of HR information systems and transparent, competency-based recruitment frameworks. By situating manpower planning within broader public sector reform efforts, this study contributes critical insights into enhancing administrative effectiveness in Nigeria's local governance landscape.

Keywords: Manpower planning, public administration, local government, organizational efficiency, human resource development, Amuwo-Odofin, workforce strategy, Nigeria

INTRODUCTION

In the ever-evolving landscape of public administration and organizational management, the efficient utilisation of human resources remains central to institutional performance. This is more evident in the Nigerian public sector where the requirement to manage fast growing populations, adapt to changes in technology and policy tension necessitates an effective and quick response approach to management. Manpower planning is one of such strategies that have received new awareness as a technical and strategic approach to achieve efficiency and effectiveness in organizations (Jadesola Ololade et al., 2023; Nwichi & Chukwuka, 2017). Human resource planning (Human resource planning also goes by the term manpower planning) is the proactive act of anticipating future human resource needs, correlating it to organizational objectives, and formulating workable plans to fulfill the needs. Human resource (HR) planning is futuristic as it looks beyond the current and works around a probable futuristic human resource requirement and also the strategic organizational direction (Gruenewald & Mueller, 2025).

Manpower planning is relevant in terms of organizational success because it ensures that an organization has the right people with the right skills, right selection and the right time (Ola, 2019). However, in most Nigerian local government areas (LGAs), this planning is underdeveloped or inadequately undertaken where there is usually inefficiencies, skills mismatch and poor performance. These gaps are not merely issues of technical negligence as they constitute systematic hazards to sound administration and social improvement and in the time of financial limitations, democratic responsibility, and reestablishment of the open sector (Johnson et al., 2022).

The research examines manpower planning in Amuwo-Odofin Local Government Council (LGC) of Lagos State which is a highly urbanised and economically important unit of administration. Though socio-economically vibrant, the LGC has complicated administrative issues that comprise arbitrariness in recruitment, shortage of skills, as well as poor use of staff. These facts highlight an increasingly urgent need: to match workforce strength with strategic goals of delivering public services. With that the research questions how through appropriate implementation, manpower planning can become a driver to enhanced productivity, responsiveness, and accountability in the local governance.

The necessity to pay more attention to strategic human resource management in public sector institutions is being stressed in empirical literature. Banjoko (2006) argues that the survival and success of an organization is proportionally dependent on the capacity of an organization to predict and react to internal and external human resource needs. To be more precise, manpower planning offers the requisite foresight necessary to negotiate the shortfalls and surpluses of the labour market, technological shocks, and changes in policies factors that are of specific relevance in the Nigerian case where systemic capacity shortages are accompanied by a high unemployment and underemployment rates (Ukpong, 2017).

In addition, manpower planning is not only functional oriented but also developmental oriented. It ensures performance and organizational learning, builds institutional memory, and supports a culture of performance and accountability due to its structured recruitment, training and succession planning (Rolla, 2025). It also allows the local governments to cushion against the dangers of unplanned retirements, political interference in employment, and budgetary insecurities that stretch the delivery of the services. It is in this sense that manpower planning is equated to a human capital development strategy as well as a reform mechanism in governance.

Although manpower planning is theoretically and practically appropriate, it is still randomly and arbitrarily executed within the context of the local governments of Nigeria. Such obstacles are a lack of sufficient information to guide workforce planning, political corruption, financial constraints, and professional shortcomings of being able to handle intricate HR systems (Hassan & Hunga, 2023). Such gaps cast serious doubts on levels of institutional preparedness and policy consistency needed to institute manpower planning systems in the local context.

This study, thus, aims at discussing the relationship between manpower planning, organization efficiency and effectiveness in Amuwo-Odofin LGC. In particular, it scrutinises how the practice of manpower planning enhances the performance of staff, the delivery of services and the linkage to the strategies in the administration of the Council. The study applying a case study design

provides not only empirical but practical policy recommendations that could also be applied to a greater scope of work in the public sector of reform in Nigeria and other developing economies.

The study is guided by the following research questions:

1. RQ1: To what extent does manpower planning ensure organizational development and operational efficiency in Amuwo-Odofin Local Government Council?
2. RQ2: Does the calibre of manpower influence the attainment of organizational goals within the LGC?
3. RQ3: How does manpower planning affect staff availability, recruitment needs, and human capital quality?
4. RQ4: What are the primary barriers and enablers to effective manpower planning in the Nigerian local government context?

In addressing these questions, the study contributes to the growing body of literature on strategic human resource management in the public sector, with a particular focus on local governance systems in sub-Saharan Africa. It advances the argument that effective manpower planning is not merely a bureaucratic exercise but a strategic imperative for public sector transformation and sustainable development.

2. LITERATURE REVIEW

2.1 Theoretical Framework: Strategic Human Resource Management (SHRM)

The conceptual foundations of manpower planning are best situated within the broader discipline of Strategic Human Resource Management (SHRM). SHRM posits that aligning human resource strategies with organizational objectives is fundamental to achieving performance efficiency, flexibility, and competitiveness (Wright & McMahan, 1992). As organizations increasingly operate in volatile and complex environments, the need to proactively manage human capital becomes indispensable. Manpower planning, in this context, serves as a strategic function an anticipatory and integrative approach to securing and deploying human resources optimally (Boxall & Purcell, 2022).

The Resource-Based View (RBV) further strengthens this theoretical grounding by highlighting human resources as a core source of sustained competitive advantage when they are valuable, rare, inimitable, and non-substitutable (Barney, 1991). This perspective places skilled manpower at the centre of organizational success. In the public sector, where rigid structures often undermine agility, the strategic alignment of HR planning with organizational goals is crucial for delivering efficient and effective public services (Pynes, 2004). In other words, public organizations like Amuwo-Odofin Local Government Council must move beyond reactive staffing models and embed manpower planning as a key element of strategic governance.

2.2 Conceptualising Manpower Planning

Manpower planning interchangeably referred to as human resource planning is defined as the process of forecasting an organization's future demand and supply of human capital, and developing strategies to align the two in a manner that supports business goals (Geisler, 2000). According to Alabi et al. (2024), this entails placing the right number and type of people in the right jobs, at the right time, doing tasks for which they are most suited. In essence, manpower planning is both a predictive and prescriptive mechanism that integrates workforce considerations into long-term planning.

Historically, manpower planning emerged out of the need to address industrial expansion and wartime workforce shortages in the early to mid-20th century. However, the modern iteration of manpower planning goes beyond mere staffing it includes succession planning, skills inventory, training needs assessment, and labour market scanning (Biruk et al., 2022). Its practical relevance lies in managing costs, minimizing employee turnover, reducing skills gaps, and promoting workforce diversity.

Man power planning may be ineffectively utilised or relegated to administrative procedures in the Nigerian settings of the public sector. Wilson (2020) believes that there are those policies on human resource development but the problem is they are not implemented in one pattern because of political interference, absence of institutional capacity, and variable budgeting structures.

Such discrepancy throws light on the fact that more contextualised research is required despite having appropriate evidence-based research in the field of local governance institutions like Amuwo-Odofin Local Government council (LGC).

2.3 Empirical Perspectives on Manpower Planning

The relationship between manpower planning and organizational performance has been analyzed empirically on a number of studies. A good example is a research study by Dekkers (2011) who concluded that organisations that have well-stipulated processes of manpower planning manage to attain high levels of operational efficiency especially when the plan is coupled with the strategic decisions of the organisation. The Brinkerhoff and Wetterberg (2013) study of service delivery institutions echo similar sentiments citing a 23% acceleration of performance measures when manpower planning was institutionalised.

Another study, conducted by Ojo and Olumide (2024) on the area of Nigerian public institutions, found evidence that manpower planning has positive effects on employee motivation, job satisfaction, and most importantly employee retention when used alongside training and career development programmes. The implications of such outcomes are a form of multiplier effect in which proper manpower planning stimulates the other human resource activities, which lead to overall system efficiency. Nevertheless, the paper cited as some of the primary implementation barriers: a lack of appropriate data systems, skill mismatch, and bureaucratic stasis.

Comparing civil service performance in the Lagos States, Igbokwe-Ibeto et al. (2015) determined that shorter vacancy times and successful succession and inter-departmental cooperation were achieved by practicing data-driven manpower forecasting. Yet, manpower planning worked only when it was supported by institutions, political will, and managerial competence. This is especially applicable to Amuwo-Odofin LGC, where the needs of administrative capacity are contrasted with the required intricacies of demographic and infrastructural requirements.

2.4 Components of Effective Manpower Planning

A proper manpower planning is supported by a multi-phased process that has five vital elements, including: (1) the prediction of future manpower requirements, (2) the determination of the current manpower capabilities, (3) the identification of shortfalls, (4) the development of policies and programmes to fill these shortages, and (5) the assessment of the implementation following policies and programmes (Nwichi & Chukwuka, 2017).

2.4.1 Forecasting Human Resource Demand and Supply

Forecasting is the process of determining the size and kind of the employees hence, the number that will be needed to meet the strategic objectives. These methods are trend analysis, ratio analysis, regression models, and Delphi methods (Safarishahrbijari, 2018). However, in Nigeria, quality of data and limited analytical capabilities are more likely than not to compromise the usage of such techniques. In the case of Amuwo-Odofin LGC, workforce planning is usually reactive and less informed by evidence-based projections as workforce planning is led by political necessities.

2.4.2 Workforce Audit and Gap Analysis

A manpower inventory is a systematic audit of current workforce demographics, skills, and competencies that is essential for identifying gaps between existing and future human capital needs (McGuire et al., 2022). Ahmed (2007) notes that without accurate manpower inventories, organizations may either overstaff or underutilise critical skills, leading to inefficiencies. In many Nigerian LGAs, personnel records are incomplete or poorly digitised, making accurate forecasting difficult and contributing to human capital wastage.

2.4.3 Recruitment and Succession Planning

The alignment of recruitment strategies with manpower planning objectives is crucial. Effective recruitment must be competency-based and linked to projected workforce needs (Sharma & Malodia, 2022). Moreover, succession planning ensures leadership continuity, particularly in key technical and administrative roles. Studies by Okwueze and Akanu (2023) reveal that most Nigerian local governments lack succession footprints, resulting in leadership vacuums when key officers retire or resign.

2.4.4 Training and Development

Training is a cornerstone of manpower planning, ensuring that employees possess the requisite skills to meet emerging demands. According to Arulsamy et al. (2023), training interventions must be aligned with identified skills gaps and delivered through structured programmes. In Amuwo-Odofin, while several skill acquisition and empowerment programmes have been initiated, the absence of a central training policy or monitoring framework raises concerns about sustainability and impact.

2.4.5 Monitoring and Evaluation

Manpower planning must be iterative, requiring constant monitoring, feedback, and adjustments to reflect internal and external changes. This demands robust human resource information systems (HRIS) and evaluative metrics such as labour productivity ratios, absenteeism rates, and cost-per-hire indicators (Jadesola Ololade et al., 2023; Panjaitan, 2023). Unfortunately, such systems are underdeveloped in Nigeria's local governments, resulting in ad-hoc evaluations and poor accountability mechanisms.

2.5 External and Internal Influences on Manpower Planning

Manpower planning does not occur in a vacuum; it is shaped by both internal organizational dynamics and broader external forces.

2.5.1 Internal Organizational Dynamics

Internal factors such as organizational culture, policy directives, and budgetary priorities significantly influence manpower planning (Aycan, 2005). For instance, when human resource functions are marginalised in strategic planning, manpower considerations become an afterthought. This is evident in Amuwo-Odofin LGC where HR personnel are often excluded from high-level policy discussions, limiting the integration of manpower strategies into broader developmental plans.

Moreover, the calibre of leadership and HR managers can either enable or constrain effective manpower planning. Institutions led by technically proficient and forward-looking managers tend to invest more in proactive planning and capacity development (Krishnan & Robele, 2024).

2.5.2 External Environmental Factors

Environmental factors such as government regulations, labour market trends, technological changes, and socio-cultural dynamics also shape manpower planning (Beno, 2020). For instance, the introduction of e-governance platforms demands digital literacy among staff a requirement that existing manpower plans in many LGAs have failed to incorporate.

Similarly, demographic trends such as youth bulges or ageing populations must be factored into long-term human resource strategies. In Lagos State, rapid urbanisation has increased service delivery demands, yet staffing plans remain stagnant. This disconnect exacerbates public sector inefficiencies and undermines citizen trust in local governance (Auwalu & Bello, 2023).

2.6 Challenges to Manpower Planning in Nigerian LGAs

Despite its theoretical appeal and practical benefits, manpower planning in Nigeria's public sector faces systemic constraints. First, the politicisation of recruitment processes erodes the objectivity of workforce planning. In many LGAs, hiring is driven more by patronage than by merit, leading to overstaffing in some departments and critical shortages in others (Nwichi & Chukwuka, 2017).

Second, limited budgetary allocations for human capital development reduce the feasibility of implementing robust manpower planning systems. Training budgets are often the first casualties during fiscal crises, while digitisation of HR records remains underfunded (Ifejika, 2017).

Third, weak data systems and absence of centralised HRIS infrastructure hinder accurate forecasting and monitoring. Without real-time personnel data, planning becomes speculative and inefficient (Okolie & Edo, 2023).

Lastly, the low prioritisation of HR planning by political and administrative elites means that even well-intentioned reforms fail to gain traction. For example, while national policy documents like the National Human Resource Development Strategy emphasise workforce planning, implementation at subnational levels is inconsistent and poorly coordinated (Gbadamosi & Adisa, 2022).

2.7 Emerging Trends and Future Directions

The advent of digital technologies presents new opportunities for enhancing manpower planning. Tools such as predictive analytics, cloud-based HR platforms, and workforce simulation models can significantly improve forecasting accuracy and decision-making speed (Nwoke, 2025). For Amuwo-Odofin LGC, adopting digital HR solutions could reduce record-keeping inefficiencies and provide managers with actionable insights on workforce deployment.

Additionally, there is a growing consensus on the need for participatory manpower planning one that incorporates feedback from staff, unions, and community stakeholders. This approach enhances legitimacy, reduces resistance to change, and fosters a sense of shared ownership (Ogu, 2024).

Finally, manpower planning must evolve to accommodate hybrid working models, emerging job roles, and multi-generational workforces. This requires a fundamental shift from traditional, headcount-based planning to strategic workforce agility frameworks that emphasise competencies, adaptability, and performance (Boxall & Purcell, 2022).

3. METHODOLOGY

3.1 Research Design

A descriptive survey research design was taken up with the exploratory and the explanatory aims in this study (Aquino et al., 2018). The use of a descriptive design was due to the fact that it allows to conduct a systematic evaluation of manpower planning practice and its impact on the efficiency and effectiveness of the organization in the context of the Amuwo-Odofin Local Government Council (LGC). The survey method enabled empirical data that cut across the employees to be collected in terms of both width and depth in the understanding of the recent state of manpower planning procedures.

However, the descriptive methodology was appropriate because this research was pragmatic in its nature to capture the real face of the practices, perception, and results of manpower planning as perceived by the staff. It enabled the study of cause-effect relationships between the calibre and deployment of manpower and measurable indicators of organizational efficacies such as service delivery, productivity and employee satisfaction. According to Win and Kofinas (2019), the descriptive design is especially beneficial when applied in organisational research where the context has to be put into perspective in the administrative realities.

3.2 Population and Sampling Technique

This study targeted the whole population of the Amuwo-Odofin Local Government Council which was 120 employees, with 25 senior employees and 95 junior employees belonging to three core departments; Human Resources, Finance and Supply, Works and Housing, Health and Education. The choice of these departments was based on their strategic considerations of local governance and deployment of human capital.

Considering logistical constraints and the size of the population, stratified random sampling methodology was utilised to make the results representative by both hierarchical and departmental boundaries (Glasgow, 2005). The strata were the departments, five (5) respondents per department were then randomly picked leaving a total of 25 respondents. Such an approach suited this approach best because it could accommodate the heterogeneity of the work force and at the same time ensure that there was proportional representation of both the senior and junior cadres.

Not only was this method of stratification statistically valid it also made sure to capture different opinion outlook on manpower planning between policy-makers (senior staff) and people who make it work (junior staff). It helped to reduce the risk of response bias and overall, more adequate picture of planning as practiced in different organisational levels.

3.3 Sources of Data

Data for the study were derived from both primary and secondary sources, ensuring triangulation and improving the validity of findings.

3.3.1 Primary Data

Primary data were obtained through the administration of a structured questionnaire and informal interviews with select respondents. The questionnaire served as the main data collection tool and was designed to elicit responses on:

1. Awareness and implementation of manpower planning practices
2. Perceived linkages between manpower planning and organizational performance
3. Challenges associated with manpower forecasting, recruitment, and training
4. Suggestions for improving manpower planning practices within the LGC

The questionnaire used a 5-point Likert scale, ranging from "Strongly Agree" to "Strongly Disagree," enabling respondents to express degrees of agreement or disagreement with various statements. The use of a Likert scale ensured clarity, uniformity, and ease of quantitative analysis.

In addition, informal interviews with selected senior officers provided contextual explanations of formal HR procedures and insights into internal political or administrative dynamics that might not be captured through questionnaires alone. These interviews served as qualitative supplements to the survey responses.

3.3.2 Secondary Data

Secondary data were sourced from internal records, human resource policy documents, recruitment logs, and relevant academic literature. Government reports and journal publications on manpower planning in local governments were consulted to enrich the analytical framework. These secondary sources helped triangulate the primary data and provided historical and theoretical perspectives for comparison.

3.4 Instrumentation and Validation

The questionnaire used in this study was adapted from validated instruments employed in similar public sector research. To ensure its contextual relevance, the instrument was reviewed by three experts in human resource management and public administration, with experience in Nigerian local governance systems.

A pilot test was conducted with five employees from a neighbouring LGA not included in the final sample. Feedback from this pilot exercise led to modifications in wording and structure to enhance clarity and cultural appropriateness. The final instrument consisted of 20 closed-ended questions and 2 open-ended items that allowed for elaboration.

The Cronbach's alpha reliability coefficient for the instrument was calculated at 0.84, indicating high internal consistency.

3.5 Method of Data Collection

Data collection was carried out over a two-week period through physical administration of the questionnaires to ensure high response rates and immediate clarification where necessary. The researcher personally distributed and retrieved the questionnaires to establish rapport and encourage honest responses.

All respondents were assured of anonymity and confidentiality, and informed consent was obtained prior to participation. While most questionnaires were filled and returned on the spot, others were collected at a later agreed time. In total, 24 out of 25 questionnaires were retrieved and deemed usable, representing a 96% response rate.

3.6 Data Analysis Technique

Data analysis was both quantitative and qualitative.

3.6.1 Quantitative Analysis

Quantitative data from the questionnaires were coded and analysed using descriptive statistics (frequencies, means, and percentages) to summarise demographic variables and general trends. To test the research hypotheses, chi-square (χ^2) analysis was employed. The chi-square test was suitable for examining the relationships between categorical variables such as the calibre of manpower and perceived organizational efficiency (Pandis, 2016).

The decision rule for hypothesis testing was set at $p < 0.05$ significance level. This analytical framework enabled the rejection or acceptance of the null hypotheses and facilitated the interpretation of statistically meaningful patterns.

3.6.2 Qualitative Analysis

Thematic analysis was carried out using responses to open-ended questions and transcripts of the interviews and consisted of coding of the recurring ideas and grouping them into the broad categories. This approach gave contextual explanations about the background attitude, problems, and perceptions about manpower planning.

The statistical and theme analysis combined made the analysis richer and both the recognition of the pattern and the interpretation narrative were possible.

3.7 Ethical Considerations

Ethical compliance was a central concern throughout the research process. Key measures taken include:

Informed Consent: Participants were briefed about the study's purpose, their right to decline, and data use intentions.

Confidentiality: No personal identifiers were recorded. Responses were anonymised, and data were securely stored.

Voluntary Participation: Participation was strictly voluntary, with no incentives or coercion involved.

Non-maleficence: The study posed no physical or psychological risks to participants, and no sensitive questions were asked.

The research also adhered to the ethical standards of public service research in Nigeria and respected institutional protocols for conducting fieldwork within a local government administrative setting.

3.8 Limitations of Methodology

While the methodological choices adopted in this study were well-considered, a few limitations are acknowledged:

Sample Size: A sample of 25 limits generalisability. However, given the total population (120), the sampling proportion (21%) provides a reasonable basis for inference within the specific context of Amuwo-Odofin LGC.

Access Constraints: Some departments were more forthcoming than others, potentially skewing the representativeness of internal diversity.

Social Desirability Bias: Despite assurances of anonymity, some respondents may have provided responses perceived as favourable to management.

Limited Longitudinal Data: Due to time constraints, the study did not include historical performance data over time to correlate with manpower planning changes.

Notwithstanding these limitations, the study's methodological rigour, triangulated data sources, and internal validation procedures provide confidence in the reliability and applicability of its findings.

4. RESULTS AND DISCUSSION

4.1 Presentation of Empirical Results

The data gathered from the 25 respondents of Amuwo-Odofin Local Government Council (LGC) were analysed using descriptive statistics and chi-square tests to evaluate the hypotheses. The findings provide insight into the perceptions of staff regarding the role of manpower planning in achieving organizational efficiency and effectiveness.

Table 1: Respondents' Opinion on Whether Manpower Planning Ensures Organizational Development

Response	Frequency	Percentage (%)
Strongly Agree	10	40
Agree	8	32
Undecided	4	16
Disagree	2	8
Strongly Disagree	1	4
Total	25	100

From Table 1, 72% of respondents agreed or strongly agreed that manpower planning facilitates organizational development. Only 12% expressed dissenting views. This consensus reinforces the proposition that effective workforce forecasting and deployment significantly support the developmental objectives of public institutions.

Table 2: Perception of Whether Calibre of Staff Affects Organizational Efficiency

Response	Frequency	Percentage (%)
Strongly Agree	12	48
Agree	7	28
Undecided	2	8
Disagree	3	12
Strongly Disagree	1	4
Total	25	100

A combined 76% of respondents affirmed that the calibre of staff directly affects the efficiency of the organization. This suggests that skill alignment, qualifications, and proper placement of staff are perceived as key to effective service delivery.

Table 3: Respondents' View on Whether Manpower Planning Determines Recruitment Needs

Response	Frequency	Percentage (%)
Strongly Agree	11	44
Agree	9	36
Undecided	3	12
Disagree	2	8
Total	25	100

An overwhelming 80% of the respondents believed manpower planning determines recruitment needs, confirming that the process is pivotal to identifying personnel shortages and guiding human capital acquisition. This finding aligns with (Brinkerhoff & Wetterberg, 2013), who emphasised that proactive recruitment rooted in workforce planning enhances institutional efficiency.

4.2 Statistical Analysis: Chi-Square Test

To empirically validate the hypotheses, the chi-square statistical method was employed. The test examined whether there is a significant relationship between manpower planning and organizational efficiency.

Hypothesis Test 1

H₀: The calibre of manpower in an organisation has no significant effect on the attainment of efficiency and effectiveness.

H₁: The calibre of manpower in an organisation significantly affects efficiency and effectiveness.

Observed Frequency (O)

Category	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Total
Frequency (O)	12	7	2	3	1	25

Expected Frequency ($E = Total/5 = 25/5 = 5$)

Using the chi-square formula:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

$$\chi^2 = \frac{(12 - 5)^2}{5} + \frac{(7 - 5)^2}{5} + \frac{(2 - 5)^2}{5} + \frac{(3 - 5)^2}{5} + \frac{(1 - 5)^2}{5}$$

$$\chi^2 = \frac{49}{5} + \frac{4}{5} + \frac{9}{5} + \frac{4}{5} + \frac{16}{5} = \frac{82}{5} = 16.4$$

With 4 degrees of freedom ($df = 5 - 1$) and significance level $\alpha = 0.05$, the critical chi-square value is 9.49.

Since $X_2 \text{ calculated} = 16.4 > 9.49$, we reject the null hypothesis and accept the alternative.

This statistically confirms that the calibre of manpower significantly influences organizational efficiency, corroborating the findings of Jadesola Ololade et al. (2023); Nwichi & Chukwuka, (2017) that staffing quality remains a major driver of productivity in public administration.

4.3 Interpretation and Discussion of Findings

The results reinforce the foundational thesis of this study: manpower planning is integral to the achievement of public sector efficiency and effectiveness. Staff across departments recognised the relevance of planning to recruitment, development, and placement processes.

Moreover, the analysis reveals a striking consensus on the strategic importance of aligning staff qualifications with job roles. Respondents noted that unqualified or poorly deployed staff often constitute a bottleneck to service delivery, particularly in technical departments such as Works, Health, and Budgeting. This confirms the view of Barney (1991) that human capital, when strategically deployed, forms a non-replicable advantage for institutions.

The study also highlighted a gap between policy and practice. While a majority believed in the necessity of manpower planning, fewer respondents were confident in its consistent application across the LGC. Informal interviews revealed that certain positions are still influenced by political patronage rather than objective manpower forecasting. This aligns with Brinkerhoff and Wetterberg (2013), who cautioned that politicisation of staffing decisions undermines the integrity of planning frameworks.

Despite these challenges, some progress was observed. Training initiatives and skill acquisition programmes introduced in the Council were recognised by junior staff as helpful, though inconsistently implemented. A thematic analysis of responses indicated a desire for more structured, continuous professional development aligned with actual job roles.

Notably, a critical issue surfaced in the discussion around labour turnover and succession planning. Many respondents expressed concern about the absence of clear talent pipelines and poor documentation of staff competencies. This deficiency, as highlighted by Geisler (2000), risks creating organisational memory loss and leadership vacuums upon staff exit or retirement.

The survey also underscored that respondent view manpower planning as not merely a technical exercise but a process intimately linked to staff motivation, job satisfaction, and institutional culture. This supports Nwichi & Chukwuka (2017) argument that

workforce planning transcends numerical forecasting it encompasses qualitative considerations of morale, engagement, and strategic fit.

4.4 Implications for Practice and Policy

The findings from Amuwo-Odofin LGC suggest that if manpower planning is to be an effective tool for governance reform, it must be institutionalised and supported by leadership at the highest levels. The Council must develop an integrated Human Resource Information System (HRIS) to enable real-time staff audits and forecasting. Additionally, recruitment processes must be depoliticised, competency-based, and transparently linked to long-term manpower strategies.

Moreover, local governments should implement targeted succession planning and establish professional development frameworks tailored to department-specific needs. These interventions will not only enhance institutional performance but also foster a culture of excellence and accountability.

5.0 CONCLUSION AND RECOMMENDATIONS

This research shows the importance of manpower planning in the achievement of organizational efficiencies in the Amuwo-Odofin Local Government council. Awareness of the strategic value exists in general, but actual implementation is scattered and in reactive mode. The facts indicate that inadequate staffing, inconsistent training, and politically based recruitment are key issues of obstacle to effective human capital management. However, despite such obstacles, it is evident that the staff understands that organized, prospective manpower planning can intensely improve service delivery, responsibility and institutional robustness.

Manpower planning has to be institutionalised to be treated as a core government process and not a marginal HR activity in order to span the gap between policy and practice. Centralised Human Resource Information System (HRIS) must be built to facilitate proper workforce projection, performance management and succession management. Moreover, hiring should also be based on transparency, and merit therefore, it should be free of political influence. Internal capacity will also be enhanced due to investment in continuous training programme in terms of departmental needs that will enhance professional growth. Most importantly, the top-level of the Council should promote the significance of manpower planning as part of strategic priorities which will be staffed, tracked and improved over time. It is such a holistic approach that will allow manpower planning to develop into a sustainable tool of efficiency in local governance.

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