MANPOWER UTILIZATION AND ORGANIZATIONAL PERFORMANCE OF FOUR STAR HOTELS IN RIVERS STATE, NIGERIA

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ABSTRACT

This research empirically reviews the relationship between manpower utilization and performance of Four Star Hotels in Rivers State. The research utilized the Resource Based-View and Social Exchange Theories as its theoretical foundation. The Study adopted a cross-sectional survey design. The population of the study consist of fifty (50) top management Staff drawn from the ten (10) 4-Star Hotels in Rivers State. The study adopted the census approach where all the population elements were used as the sample size. Data were elicited through questionnaire administration. Cronbach Alpha reliability was used in assessing the reliability of the instrument adopted in the study. Both descriptive and inferential statistical tools were applied in the investigation of the of the relationship between the variables and the Spearman Rank, order correlation coefficient technique was used for the bivariate analysis with the use of statistical package for social science software. From the anlysis done on the study variable, it was established that manpower utilization has a positive relationship with measures of Organizational Performance. Therefore, the study concluded that employees should be adequately utilized to perform well in their job roles in the organization to enhance the overall performance of the organization. The paper recommends that managers of organizations should ensure principles of Manpower utilitization are adopted to achieve effective and efficient revenue, and market share.

Keywords: Manpower utilization, Organizational performance, Revenue, Market Share, Health, Safety and Environment

INTRODUCTION

Every business organization is faced with challenging competition of survival, sustainability and performance with other business in the global market. To remain in business, Managers of industries ensure the set goal and objectives of the business is achieved through the display of efforts by individual employees in the process of discharging job roles and responsibilities in the organization which cumulates to the performance of the organization(Nwachukwu,2005). Organizational performance deals with an employee ability to ensure the objectives and goals of the organizations are achieved through effective and efficient utilization of resource to maximize profit and satisfy customers (Banjoko, 2006). Aluko (2003) defined performance as the execution and accomplishment of work tasks or goals to a certain level of desired satisfaction, and that, firm performance is defined in terms of the ability of an organization to satisfy the desired expectations of three main stakeholders comprising; owners, employees and customers. Kohli and Jaworski (2019) observed that organizational performance consists of cost based performance measures, which reflect performance after accounting for the cost of implementing a strategy (sales and market share). In measuring performance of an employee in the organization, there must efficiency and effectiveness which is the pillar for which every organizations stands and sustain to operate in the industry. Organizational Performance has been a major area of concern in most organizations this is due to the constant changes that occur in the business environment "Organizational performance and growth are implicit organizational goals requiring the investment of energy and resources." Any organization that does not focus on growth and performance as their basis for staying in business, it is bound to fail, Gross (2008). Gross argued that the "concept of performance is an unwritten law of every organization". "This suggests that every organization should see performance as an absolute prerequisite to remain in business". Human resources play a major role in the organization; therefore how they undertake the planning function influences the organization positively or negatively.

Workforce is long lasting and very important asset of any organization as it manages other assets and activities of the organization. In the organization context, performance is the ability to carry out the job (Armstrong, 2006). Adeyemo (2010) stated that naturally worker who possesses a high skill level such as unique skills, intelligence and work methods will succeed in his or her job. Hence, scholars and organizations are now promoting a culture of learning and career development to improve their human resources to create a competitive edge (Johnson, Pepper, Adkins, & Emejom, 2018)

Therefore, as organizations strive to achieve their aims and objectives which, most times, include meeting stakeholders' unending demand for capital appreciation, increasing market share, continued survival in the industry, sustained retention of valuable workers, all of which are indicatives of achieving optimal performance, industry leaders require the services of people who will help navigate the affairs of the organizations through setting an effective and efficient human resource planning function system for the organization to run with. The human factor has been seen as the most determined factor that enhanced performance in the achievement of organization goals and objectives in any organization. "Thus, an abundance of resources such as infrastructures or physical facilities can be considered as meaningless without the support of qualified and experienced human resources to effectively direct or modify the processes or operations of the business". The way workers perform is expected to show as a mirror for the skills and overall productivity of the organization, as well as contribute to its objectives with commensurate reward from management to the employee (Mello, 2001).

Human Resource Planning is one of the most important elements in a successful human resource management practice (De Cenzo & Robbins, 1988). An organization that implements its human resource planning effectively is likely to prosper in a competitive environment on a regular basis (Craft, 1988). The optimal utilization of human resources is an important success factor contributing to long-term competitiveness (Zülch, Rottinger & Vollstedt, 2004). Human resource planning is vital in organizational unstable periods like during mergers, amalgamation, consolidation and when labour market settings are studied or when joblessness is low (Mello, 2001). Human resource planning is a core human resource management practice that seeks to prepare organizations for their current and future workforce needs by ensuring the right people are in the right place at the right time (Jacobson, 2010). Human Resource Planning is an important practice used by organization to anticipate future human resource requirements of the organization that enables the achievement of organizational objectives through understanding and planning for employees needs in the short, medium and long-term (Colley & Price, 2010).

Mondy and Noe (2006) advocated that human resource planning is the entry point of human resource management concerned with the determination of human resource requirements, job analysis, recruitment, selection and socialization. Reilly (2003) advocated that human resource planning is described or seen as workforce planning in contemporary and therefore defined workforce planning as a process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and source of supply which will be required to meet the demand. Human resource planning is seen as a strategy for the acquisition, utilization, improvement and preservation of the human resources of an organization. It is the activity of the management which is aimed at coordinating the requirement for and the availability of different types of employees. This involves ensuring that the company has enough of the right kind of people at the right time and also adjusting the requirement to the available supply: Lazar (2001).

The challenges facing the Nigerian organizations especially the hospitality and personal service industries towards the achievement of its set goals and objectives and enhanced performance has resulted to most business discontinuing operations, mergers and acquisition of business, redundancy of its employees in most cases, non-involvement and engagement of employees towards their job. These challenges identified are caused as a result of non-implementation of effective and effective human resource planning function in the system to hire committed, skilful and competent workforce that will drive the actualization of the goals and objectives of the organization.

Farandale and Murrer, (2015) conducted a study on the impact of Workforce planning and organizational resilience in telecommunication firms in Ghana, Roof (2015) investigated the impact of workplace gratitude and performance in manufacturing firms in Thailand, Salminen, Makikangas & Feldt, (2014) examined the influence of Performance appraisal system as a determinant of human resource planning on organizational agility in oil and gas firms in Pakistan. Despite the above empirical research work on the likely empirical relationship on human resource planning and organizational performance, none of study utilized the same predictor and criterion variable as its used in this paper, also the methodology adopted, location of study and organization used is different, therefore creating a vacuum in literature which this present paper intends to fill by examining the conceptual relationship between Human Resource Planning and Organizational Performance.

Porter (2000) argues that increased competition and environment turbulence has led to the need for service organizations to seek ways and means of becoming profitable and handle the emerging Human resources issues within the organization. This is evident within hospitality and personal services sector especially the hotel business. This is as hotel business today are highly competitive, thereby affecting their performance margin in revenue, market share through customer patronage and the health, safety and environment of the business which seriously has affected the performance of so many hotel business globally. The non-performance indices has led to degrading of most hotels to 2 and 3 star hotels, due to insecurity, poor manpower selection and recruitment, government policies on the hospitality and personal services business. In the past, hotels secured the continuity of the organization by having comfortable hotels rooms, parking space and provide delicacies for its customers through engagement of enough competent employees to work. However, many organizations have responded to competitive pressures by downsizing, restructuring and transformation, thus streamlining their workforce and functions to address key organizational goals and objectives. Arguably, studies have been conducted in a bid to establish a link between Human Resource planning and organizational performance in developing countries and in areas such as manufacturing, aviation and in the telecommunication in Nigeria (King, Amedi, Addison & Asiedu, 2018; Guest, Huselid, &Gilley, 2017; Daton, 2016; Akewushola, 2012), yet these studies departed from organizational performance aspects of companies especially in the hospitality and personal services sector especially the hotel business in Nigeria. A key proxy of Human Resource Planning in these studies is Manpower utilization and this present study focused on investigating the relationship between manpower utilization and performance of Four star hotels in Port Harcourt, River State.

Conceptual framework

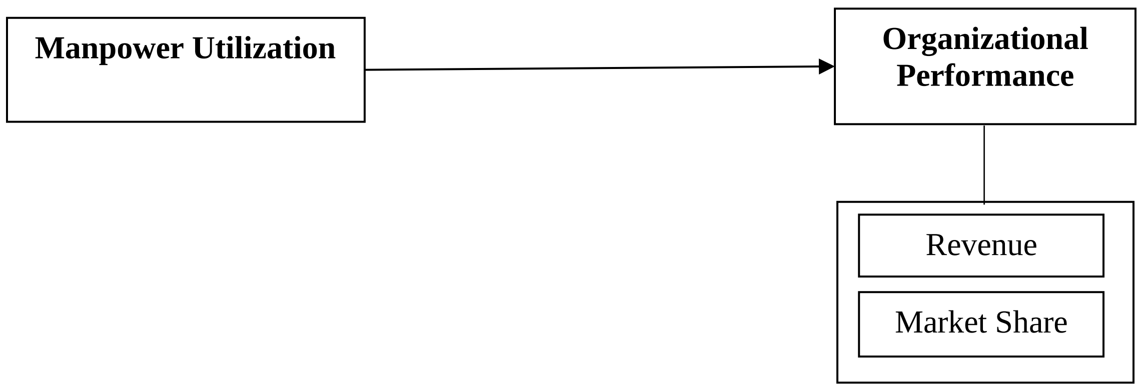

Fig 1: Manpower utilization and Organisational Performance

Source: Conceptualized by the Researcher, (2020) with dimension of human resource planning sourced from the work of Chioke and Mbalamau (2020) and measures of organizational performance sourced from the work of Kahn (1990).

From the foregoing, 2 research questions were posed thus:

1. What is the relationship between manpower utilization and revenue of Four Star Hotels in Rivers State, Nigeria?

2. What is the relationship between manpower utilization and market share of Four Star Hotels in Rivers State, Nigeria?

LITERATURE REVIEW

Theoretical Foundation

A theoretical Foundation or framework is a lens from which all knowledge is constructed either metaphorically or literally for a research study. It serves as a structure and support or as the rational for the study. In search of theories of human resource planning and organizational performance, a number of theories have been raised. The underpinning theory of this study is anchored on two baseline theories namely the Resource-based view Theory and transaction cost Theory.

Resources Based View Theory

This theory was developed by Wernerfelt in 1984 with his 1980s and 1990s work practice, academics and business practice such as Birger Wernerfelt, Prahad and Hamel (Kimiloglu & Zarali, 2009). The Resource-Based View (RBV) is a theory which seeks to examine organizational potential for developing competitive advantage and prescribes that firms' resources are the main driver of firm procurement practices, a subset of which enables them to achieve competitive advantage and superior long-term survival (Ngai, 2005). Michael and John (2004) emphasize that resource-based view analyzes and interprets resources of the organizations to understand how organizations achieve sustainable resilience after facing challenging issues in business environment. The theory holds that an organization can be considered as a collection of physical resources, human resources and organizational resources of which when properly harmonized, takes a firm to competitive advantage position and success. According to Bose and Sugumaran (2003), Resource Base View theory helps managers of firms to understand why procurement practices can be perceived as a firms' most important asset and, at the same time, to appreciate how those assets can be used to improve business sustenance and survival.

Resource base view theory of organizations accepts that attributes related to practices as concern procurement in human resources, human resources policy and competences are critical for the success of a business. Resources that are valuable, rare, inimitable and non-substitutable make it possible for businesses to develop and maintain competitive advantages, to utilize these resources and competitive advantages for superior survival. Chen (2005) maintained that proponents of the RBV suggest that the competitive advantage of the firm resides in organizational resources, capabilities, and competences that are valuable, rare, inimitable, and non- substitutable. For Alavi and Leidner (2001), resources of organizations that are valuable, rare, imperfectly imitable and imperfectly substitutable are the main source of sustainable competitive advantage for organizational survival and resilience. Resources are valuable if they provide strategic value to the firm and can be used to recuperate after faced with challenges if need arises.

The resource base view theory is relevant to the current study in the sense that when organizations consider how to cut costs in order to remain competitive and ultimately remain in business by taking active human resource planning practices which involves recruiting and selection/placement of competent and skilful workforce which the organization need to perform well. This is in line with the tenets of resource base view theory that the choice of planning and recruitment as well as selection is based on the costs involved in both the operations. The organization consider the critical areas that are needed for business survival and are resources consuming should they decide to pursue the objectives of effectiveness and efficiency in those critical areas. Human resource planning practices then come to mind. And human resource planning is a key area that enables them to have competitive advantage over others. However, this is usually done after considering the internal and external costs of providing the good/service as well as the cost of managing the transaction in-house and outside (Klaas, McClendon & Gainey, 1999). Consequently, planning, selection and recruitment is cost intensive in nature and employees are the greatest assets of any organization- they have to manage the other assets, hence human resource planning practices are keys to getting the best employees to do the job within the operational environment of the organization.

Transaction Cost Theory (TCT)

Transaction Cost Economics otherwise known as Transaction cost theory (TCT) was first introduced by Coase (1937) explaining that resources are allocated according to price mechanism and this allocation is dependent on conditions outside the firm and direct production and price movements which are routed via a series of exchange transactions with the market. The central question of TCT is whether a transaction is more efficiently performed within a firm or outside it. The choice of producing in-house or buying from outside should be made on the basis of costs involved in both the operations. While producing in-house may incur higher production costs, buying from the market incurs higher transaction costs.

The TCT framework was later extended by Williamson (1975, 1985, 1988, 1991 &1996) who argued that incomplete contracts and asymmetric information and bounded rationality lead to integration rather than market purchases.

The TCT is relevant to the current study in the sense that when organizations consider how to cut costs in order to remain competitive and ultimately remain in business by practicing the human resource planning practices which involves recruiting and selection of competent and skilful workforce which the organization need to perform well. This is in line with the tenets of transaction cost theory that the choice of planning and recruitment as well as selection is based on the costs involved in both the operations. Human resource planning practices then come to mind, and human resources planning is the key areas that are cost carriers enables them to have competitive advantage over others. However, this is usually done after considering the internal and external costs of providing the good/service as well as the cost of managing the transaction in-house and outside (Klaas, McClendon & Gainey, 1999). Consequently, planning, selection and recruitment is cost intensive in nature and employees are the greatest assets of any organization they have to manage the other assets, hence human resource planning practices are key to getting the best employees to do the job within the organization.

Conceptual Review

Manpower utilization

In its simplest connation, manpower utilization refers to the manner of usage of manpower in an organization. It is used to include how personnel are deployed to perform jobs that are in tandem with training obtained. Utilization therefore is at the heart of any development and training exercise and as such, both have implications for productivity that depends generally on the relevance of human assets to needs and their subsequent optimization through prudent utilization. Talking about Nigeria, her human resource utilization practices cannot improve outside the orbit of the prevailing system of human resource training and development characteristics. This is why it is important to note that human resource utilization policies and practices are usually based on certain human asset principles and as such, whether the over-riding problem will be that of optimum utilization or even none utilization as the case may be depends on their relevance to national needs.

Ezeani & Onah (2002) posits that manpower utilization relates to the maximum use of competent staff, their deployment at strategic places, and the creation of the enabling environment for the practice of acquired skills. Therefore, the attainment of organizational goals is a factor that depends wholly on manpower utilization. This is why Harbison (2021) rightly points out that the appropriate utilization of manpower is essential factors that can be inducing economic development. In the words of Harbison (2021), deployment or utilization of human resource in position where they have been properly trained encourages efficiency and improved productivity. By so doing, there is no doubt that both time and skill development on the job are conserved (Mbat, 2020).

Deepening further the meaning of manpower utilization, Udo-Aka (2022) sees it as a sequence in the relationship between the development and utilization of organizations manpower, which emphasizes their relevance to the manpower requirement and their actual deployment in their appropriate mix to meet national needs. Therefore, the relevance of any manpower development effort is dictated by the utilization strategies since we know that it is one thing to develop and another bigger issue is to sustain the gains of such development efforts by deploying accordingly such manpower in a manner that they can be properly utilized in positions where they can bring their new found knowledge to bear on assigned duties.

Organizational Performance

Organizational performance according to Daft, (2011) is the organization's ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft, Richardo, (2007) defined organization performance as the ability of the organization to achieve its goals and objectives. Organization performance has suffered from not only a definition problem, but also from a conceptual problem. (Hefferman & Flood, 2010) stated that as a concept in modern management, organization performance 'suffered from problems of conceptual clarity in a number of areas. The first was the area of definition while the second was that of management. Ricardo, (2012) argued that performance measures could include result-oriented behavior (criterion-based) and relative (normative) measures, education and training, concepts and instruments, including management development and leadership training, which were the necessary building skills and attitudes of performance management. Hence, from the above literature review, the term performance should be broader based which include effectiveness, efficiency, economy, quality, consistency behavior and normative measures Ricardo, (2007). Organization performance is made visible through the activities it conducts to achieve its mission. Outputs and their effects are the most observable aspects of an employee's performance Nwachukwu, (2009). Ideas about the concept of performance vary considerably. Each interest group or stakeholder may have an entirely different idea of what counts. For instance, administrators might define organization's performance in terms of the amount of money brought into the organization through grants, whereas a donor might define performance in terms of an organization's beneficial impact on a target group. According to (Olaniyi, 2011), Organizational performance is assessed in order to improve the performance. This according to him is a helpful procedure as, by conducting regular assessments of the recent performance of the company, the organization can be aware of the growth of the company towards the goal of the organization. The main aim behind the improvement of an organization performance is to be assured that the company designs its processes well.

Measures of Organizational Performance

Revenue

Revenue generation in Nigeria State Governments is principally derived from TAX. Tax is a compulsory levy imposed by government on individuals and companies for the various legitimate function of the state (Olaoye, 2008). Tax is a necessary ingredient for civilization. The history of man has shown that man has to pay tax in one form or the other that is either in cash or in kind, initially to his chieftain and later on a form of organized government (Ojo, 2003). No system or rules can be effective whether foreign or nature unless it enjoys some measures of financial independence. Revenue has been defined by various scholars at different time. It lacks universal accepted definition.

According to Webster New International Dictionary (Third edition) revenue could be defined as "the annual or periodically yield of taxes, exercise as" the other sources of income that a nation state or public sector collect or receives into their treasury for public use. This means that it is a public income of whatever kind. Recently the revenue that accrues to state government is derived from two broad sources, the external sources and the internal sources. The increasing cost of running government coupled with dwindling revenue has left various state governments in Nigeria with formulating strategies to improve the revenue base. Moreso, the near collapse of the National Economy has created serious financial stress for all tiers of government. Despite the numerous sources of revenue available to the various tiers of government as specified in the Nigeria 1999 Constitution, since the 1970s till now, over 80% of the annual revenue of the 3 tiers of Government come from petroleum. However, the serious decline in the price of oil in recent years has led to a decrease in the funds available for distribution to the states. The need for state and state governments to generate adequate revenue from internal sources has therefore become a matter of extreme.

Market Share

The Merriam-Webster dictionary defines market share as "the percentage of the market for a product or service that a company supplies." Market share is an outcome of a company's product or service offering, distribution channels, marketing initiatives, and customer relationships. Some markets tend toward winner-take-most outcomes. Lee Cooper and Masao Nakanishi,(2019), suggest that market share analysis should be competitive, descriptive, and profit-oriented. Competitive emphasizes that any assessment must be in the context of the position and decisions of competitors, including potential entrants. Descriptive captures the market structure and the potential impact of marketing initiatives on product performance. Profit-oriented considers how changes in market share lead to changes in profitability. While market share is straightforward in concept, there can be considerable challenges in attaining reliable figures. For example, defining the market requires judgment. Take automobiles as a case. Does it make sense to measure market share for all vehicles sold? Or does reflecting segments such as sedans versus sport utility vehicles provide insight? What is the appropriate geographic scope? Should market shares be considered on a local, regional, national, or international level? When does that matter? Finally, should you measure market shares using revenues (units sold times price divided by total revenue) or units (units sold divided by total units sold)? Market structure is defined by the number and distribution of firms within an industry. Two aspects of market share, stability and concentration, can provide insight into potential sustainable competitive advantage. Kurtz and Rhoades's (1992) analysis based on a sample of 10,690 banks operating in 2165 different geographic markets during 1986, they find that "a statistically strong relationship between market share and profit rates". They also show that there is no indication of a distinct break or critical level of market share, but increased market shares yield gains in profit rates at a decreasing rate (Kurtz & Rhoades, 1992). Since so many researchers have demonstrated the positive relationship between market share and profitability, there must be some underlying reasons that cause this positive association (Katsikeas et al., 2016; Bhattacharya et al., 2021) One possible reason leading market share to profitability is that customers use market share as a signal of product quality (Jacobson, 1988). A brand widely accepted by existing customers provides information to potential customers that it is superior in quality to lower share brands (Smallwood & Conlisk, 1979). Therefore, high market share products give customers great confidence that low share products are unable to offer.

As a result, high share products can enjoy higher prices and receive return premiums relative to low share products (Jacobson, 1988). Besides that, Buzzell & Gale (1987) demonstrate four reasons why market share is profitable: economies of scale, risk aversion by consumers, market power, and a common underlying factor. First, when companies have higher market shares, which means they can achieve economies of scale to reduce costs. The role of market share in reducing costs, rather than in creating market power, that generates the association between share and profit (Jacobson, 1988). Secondly, when companies become the market leaders, risk-averse consumers may keep buying their products because they don't want to take risks (Buzzell & Gale, 1987). Thirdly, when high-share companies earn the market power, they are able to bargain more effectively because of their sizes. Lastly, Buzzell & Gale (1987) state that without any complicated explanations the reason why market share leads to profitability is just because they reflect the same underlying factors, such as product quality.

Human Resource Planning and Organizational Performance

Methammem (2022) carried out an empirical study on human resource planning for the survival of small and medium enterprise during the covid-19 pandemic with a mediating role of entrepreneurial orientation in the handicraft sector of Tunisia. The study adopted the descriptive research method, with a population size of 342 employees of the 1245 registered small and medium scale enterprises in Tunisia. From extant literature reviewed and hypothesis testing using a partial least square structural equation model, it was found that human resource planning to be significantly related with firm organizations performance and also, entrepreneurial orientation mediates the relationship between human resources planning and firms' survivals. The study concluded that human resource planning is essential for the survival of organizations especially during pandemic period. This study differs from the current study in the sense that while the formal utilized survival of small and medium scale enterprise as the criterion variable, this present study will be focused on performance and domicile on hospitality industry

Similarly, Muhammad (2022) studied the practice of human resources planning in organisations based on organizational agility of manufacturing firms in Japan. The objective was to investigate the impact of human resource planning on organizational agility of employees in manufacturing firms. The study adopted the expository research design with a population size of 6 respondents from the 6 registered manufacturing firms operating within the scope of the study. Using structural equation model of partial least square method to test the hypothesis, the paper revealed that, human resources planning was found to have a positive significant relationship with flexibility of job. However, he stated that for the development of an organization, the most significant factor for engagement and motivation of employee is tired to how flexible the job is to him with other responsibility that leads to organizational performance. The study concluded that human resource planning is essential for effective management of employee agility with their job in the organization. The difference in this present study is that, it will focused on performance as its criterion variable and domicile in hospitality industry.

Demire, Dalgic, and celebi (2021) conducted an empirical analysis on the impact of innovation on human resources planning in hotels using covid-19 as a mediating measure in the province of Turkey (Izmir, Antalya and Mulga). The objective was to investigate the impact of innovation on human resource planning of employees in hotels in Turkey. The study adopted the survey research design with a population size of 128 respondents from the 28 registered hotels operating within the scope of the study. The data of the study were analysed with a structural equation model using LISREL program. They found technological innovations, services innovation and covid-19 measures to positively and significantly impacts on human resources planning.

As such the study developed the following hypotheses:

HO_1: There is no significant relationship between manpower utilization and revenue of Four Star Hotels in Rivers State, Nigeria

HO_2: There is no significant relationship between manpower utilization and market share of Four Star Hotels in Rivers State, Nigeria

METHODOLOGY

The study adopted the cross-sectional design because it is considered suitable for this study. It is a design process that allows for the generation and assessment of data in a concise and convenient manner. McNabb (2008) described the cross-sectional design as a more flexible and versatile design given its broad application within most social-research based studies. Baridam (2001) observed that the cross-sectional design has the capacity for extensive geographical reach, given the utility of online platforms and social media vices which could be adapted to suit the needs or goals of the study. The population for this study was the 10 recognised four star hotels operating in Port Harcourt, Rivers State with population element of fifty (50) employees from the managerial cadre of the selected four star hotels. The study adopted a purposive sampling technique to adopt the entire population as the sample size for the study. Primary data for the study was generated using the questionnaire instrument, while secondary data comprised of sourced and verified online materials and publications on the variables as evident and reported within the specified hospitality and personal services industry.

The primary data on the other hand was sourced using tailored semi-structured questionnaire, which was designed for generating both quantitative and qualitative data for the study. All variables, through their corresponding dimensions and measures were assessed using 5 item instruments which were scaled on a 5 – point Likert scale, with a ranking scale of strongly agree(SA)-5, Agree(A)-4, Undecided(U)-3, disagree(D)-2 and strongly disagree(SD)-1.

DATA ANALYSIS AND RESULTS

Univariate Analysis

This is actually the first level of analysis carried out on the collected data. It was done for this study to enable us understand the data set and ascertain the level of manifestation or performance of the study variables in the 10 4-star hostels operating in River State, Nigeria. the data gathered are analysed with descriptive statistical to show how they are distributed among the variables**.**

Table 1: **Response Rate and Descriptive Statistics on Manpower Utilization**

	N	Min.	Max.	Sum	Mean	Std. Deviation
Employee are utilized for maximum production in the organization	40	1.0	5.0	126.0	3.150	1.6416
Employees contribute their knowledge effectively in the production of goods and services in the organization	40	2.0	5.0	150.0	3.750	.8987
I feel happy and fulfilled when my organization used me for job.	40	1.0	5.0	159.0	3.975	1.4586

Valid N (listwise)	40					

Source: Research Survey, 2023.*(SPSS output version 23.0)*

Table 1 illustrates the distribution for the indicators of manpower utilization. The results identify significant influence of compliance to manpower utilization while carrying set objectives in the organization than others with the highest mean score of 3.975. The summary mean distribution for the dimension – manpower utilization is significant within the examined organizations with a mean x = 18.975, indicating evidence of significant manpower utilization of certain functions within the 4 star Hotels in Rivers State.

Table 2: Response Rate and Descriptive Statistics on Revenue

	N	Min.	Max.	Sum	Mean	Std. Deviation
Our revenue margin is sustainable and can be used to achieve set goals	40	3.0	5.0	198.0	4.950	.3162
Our organization believes in revenue drive to enhance performance	40	1.0	5.0	181.0	4.525	.7841
Revenue is the bedrock for organizational growth	40	2.0	5.0	171.0	4.275	1.1764
Valid N (list wise)	40					

Source: Research Survey, 2023.*(SPSS output version 23.0)*

Table 2 illustrates the distribution for the indicators of revenue. The results identify significant influence of our organizations believe in revenue margin is sustainable and can be used to achieve set goals than others with the highest mean score of 4.950. The summary mean distribution for the dimension – revenue is significant within the examined organizations with a mean x = 18.975, indicating evidence of significant revenue of certain functions within the 4star hotels in Rivers State.

Table 3: Response Rate and DStatistics on Market share

	N	Min.	Max.	Sum	Mean	Std. Deviation
Our drive for improve market share increase has improve our performance?	40	2.0	5.0	192.0	4.800	.6485
Market share is the indices for performance of hotel business	40	1.0	5.0	126.0	3.150	1.6416

Over the years the market share of my hotel has viciously increase tremendously	40	2.0	5.0	144.0	3.600	.9282
Valid N (listwise)						

Source: Research Survey, 2023.*(SPSS output version 23.0)*

Table 3 above illustrates the distribution for the indicators of market share. The result identify significant influence of the hotel drive for improve market share increase to increase performance than others with the highest mean score of 4.800. The summary mean distribution for the dimension – Market share is significant within the examined organizations with a mean x = 18.975, indicating evidence of significant market share of certain functions within the 4star hotels in Rivers State.

Bivariate Analysis

Kothari (2004) argued that when there exists an association or correlation between two variables, correlation technique should be used for the analysis, whereas when there exists a cause and effect relationship between two variables in the case of bivariate population or between one variable on one side and two or more variables on the other side in the case of multivariate population, partial correction technique is appropriate. Based on this assertion by Kothari (2004), Spearman's Rank correlation (rho) becomes our choice of test statistics for hypotheses. This was done with the aid of Statistical package for social sciences (SPSS) version 21.0 and used to test the hypothesis in order to affirm the answers that were provided by the data collected from the respondents.

Table 4: Relationship Between Manpower Utilization and Revenue

			Manpower Utilization	**Revenue**
Spearman's rho	**Manpower Utilization**	Correlation Coefficient	1.000	.856**
		Sig. (2-tailed)	.	.000
		N	40	40
	Revenue	Correlation Coefficient	.856**	1.000
		Sig. (2-tailed)	.000	.
		N	40	40

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

Source: Research Survey, 2023.

The research question drawn from, Manpower utilization dimension and how it relates to revenue as a measure of organizational performance of 4star hotels in Rivers state is assessed in table 4. From the analysis report and research question as answered by the respondent, the findings indicated that Manpower utilization has a strong positive relationship with revenue as indicated by rho-value of rho (0.856**). This means that as Manpower utilization increase, influences revenue of the hotel. Similarly, with the P- value (= 0.000) value 0.01 level which is less than (alpha) (0.05). It shows that the relationship between Manpower utilization and revenue is significant. Based on this result, the null hypothesis: there is no significant relationship between manpower utilization and revenue of 4-Star Hotels in Rivers State, Nigeria was rejected and the alternate accepted.

Hypothesis Two

Ho_2: There is no significant relationship between manpower utilization and market share of Four Star Hotels in Rivers State, Nigeria.

Table 5: Manpower Utilization and Market share

			Manpower utilization	**Market share**
Spearman's rho	**Manpower utilization**	Correlation Coefficient	1.000	.874**
		Sig. (2-tailed)	.	.000
		N	40	40
	Market share	Correlation Coefficient	.874**	1.000
		Sig. (2-tailed)	.000	.
		N	40	40

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

Source: Research survey, 2023.

The research question drawn from, manpower utilization dimensions and how it relates to the market share as a measure of organizational performance of 4star hotels in Rivers State is assessed in table 5. The results indicated that manpower utilization has a strong positive relationship with market share as indicated by rho-value of rho (0.874**). This means that as manpower utilization influences market share of work. Similarly, with the P- value (= 0.000) value 0.01 level which is less than (alpha) (0.05). It shows that the relationship between Procedural agreement and adversarial atmosphere is significant. Based on this result, the null hypothesis: there is no significant relationship between manpower utilization associates with market share of 4 Star Hotels in Rivers State, Nigeria was rejected and the alternate accepted.

DISCUSSION OF FINDINGS

There is a Positive and Significant Relationship between Manpower Utilization and Organizational Performance

Looking at the hypotheses that are tested to ascertain the relationship of manpower utilization and the measures of organizational performance, they have a positive and significant relationship. For hypothesis one which states that there is no significant relationship between manpower utilization and revenue of 4 star hotels in Rivers State, Nigeria shows a significant effect from the P-value, thereby the alternate was accepted as there is a positive and very strong and significant relationship between manpower utilization and revenue of 4 star hotels in Rivers State, Nigeria. The result shows that 91% of the changes in manpower utilization is accounted for by human resource planning.

In the same vein, the research hypothesis two states that there is no significant relationship between manpower utilization and market share of Four Star Hotels in Rivers State, Nigeria, as evident in the result of P-value. Therefore a very strong and significant relationship was revealed to exist between manpower utilization and market share of Four Star Hotels in Rivers State, Nigeria and the null hypothesis was rejected. The result shows that 93% of the changes in manpower utilization are accounted for by human resource planning.

CONCLUSION AND RECOMMENDATIONS

The study successfully examined the influence of human resource planning on organizational performance of 4 star hotels in Rivers State. The results of analyses show that manpower utilization has a significantrelationships with all the measures of organizational performance. The tudy also identified and filled the research gap that exists in the numerous human resource planning literatures, particularly in the Nigerian context.

Hence, it was recommendedthat Managers of hotels especially 4 stars hotels should endeavour to apply human resource planning functions in terms of manpower utilization, because it is an integral part of the organization..

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