HUMAN RESOURCE PLANNING AND TALENT ATTRACTION IN PUBLIC SECURITY ORGANIZATIONS: A CASE STUDY FROM SOUTHWEST NIGERIA

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ABSTRACT

This study examined human resource planning and talent attraction in public security organizations in Southwestern Nigeria. The study was carried out to determine the impact of human resource planning on talent attraction among the selected public security organizations in Nigeria. Descriptive research survey based on cross-sectional mode was adopted. Data were collected from five purposive-selected security outfits. The findings showed that human resource planning has a significant impact on talent attraction in public security organizations. It is concluded that human resource managers/directors in the public security organizations in Southwestern Nigeria should emphasize proactive manpower planning for optimum talent attractions in their organizations.

Keywords: Human resource planning, talent attraction, demand forecasting and supply forecasting.

INTRODUCTION

Human resource planning is the link between an organization's overall strategy and the role of human resource management in the organization. The strategic plan shows human resource management how to attract, recruit, train and maintain human resources (Al Salem, 2018). Human resource planning is generally defined as the process that identifies the number of employees a company requires in terms of high quality and quantity. It is thus seen as an ongoing process of regular and structured planning. The main purpose of human resource planning is to make sure that employees are the best fit for their jobs. Also, this planning process confirms that employees are in the right number as required, i.e. there is neither a

surplus of manpower nor a shortage. The three fundamental functions of human resource planning include labor forecasting, managing demand for employees and available supply in the market, and keeping a balance between labor supply and demand predictions.

The main objective of human resource or workforce planning in any organization is to set up a specific strategy for the purpose of human resource development that fits the organization's goals. The planning seeks to define ends and means for performing organizational goals, which involves attracting and engaging the number of people required with appropriate skills, expertise and competencies, otherwise known as recruitment and selection. Accordingly, the planning seeks to address the following questions: What are the strategic drivers impacting an organization in the few years to come? What are the requirements to meet the Operational Priorities Plan (OPP)? What work needs to be done to achieve these outcomes? What organizational structure would best meet this need? What are the high-level capabilities required to successfully do the work? How can these capabilities be acquired and/or developed in the workforce in the short, medium and long terms? How can these requirements be best met with current financial resources? What are the capabilities of the current workforce? Are they near retirement or going on leave? What are the consequences of not engaging in workforce planning to meet future strategic directions? (Edebor, 2019).

In order to gain a competitive advantage over the competitors, Edebor (2019), explained that different advantageous ways are found using strategic human resource functions, thus showing that these functions play a critical role in making a company competitive. Edebor (2019), describes planning for future balance by comparing the number of employees needed to the number of present employees who can be expected to stay with the organization. He posited further that a project manager should give the human resources experts more time to work on that. Jonathan (2011) states that Human Resource Planning is a long-lasting process organized in a way that properly employs the organisation's human resource. In order to create and maintain the best fit between the job and the employee, planning is given special attention. The three key elements of the HR planning process are: forecasting labour demand, analyzing present labour supply, and balancing projected labour demand and supply.

Human resource planning requires a clear strategic plan, including operations or other managerial activities carried out by the human resources department, such as recruitment, training and development of staff in the organization. This necessitates collecting accurate, honest and sufficient information for adopting decisions that include the organisation's continued success (Joudeh, 2019). The main objective of human resource planning in any organization is to set up a specific strategy for the purpose of human resources development that fits the organization's goals regarding economic development. Human resource planning seeks to define ends and means for performing organizational goals, which involve: attracting a number of people required with appropriate skills, expertise and competencies. Keeping in view the concurrent situation, organizations are in search of solutions which not only take them out of perplexing circumstances that are particularly concerning while dealing with human resources but also make them come up with competitive advantages over others. Human resource planning here comes into play and results in ultimate organizational performance. This review particularly relates to the overall background research concerning human resource planning.

Many eminent academicians and researchers came up with their own perspectives while defining human resource planning and its ramifications. Adeyemi (2018) explains that human resource planning occupies an important role in forecasting future demands of business and environmental factors in an organization, and it also helps to generate and manage the human resource demands as required and as conditions depict. Human resource

planning seems to be practised by firms and/or enterprises that consider their employees the most essential part of the organization. Organizations usually become unable to meet the desired objectives due to the fact that at times of stiff competition, the morale of their employees is not as high as that of their counterparts. The reason is that the firm's employees do not have the desired level of motivation. However, those organizations that boost their employees' satisfaction level at work through different means do outperform in the market.

In an effort to examine the contribution of human resource planning to talent attraction, this study seeks to answer this question: how does human resource planning contribute to talent attraction in public security organizations? The objective is to determine the impact of human resource planning on talent attraction among the selected public security organizations in Southwestern Nigeria. The hypothesis is that human resource planning does not have a significant impact on talent attraction in public security organizations. The significance of the findings of this research is to generate more appropriate policies and management of them to improve not just the security outfits in Nigeria but also other types of outfits or organizations/corporations.

LITERATURE REVIEW

Implementing a talent management architecture is highly influenced by talents' way of thinking at both organizational and individual states, which is referred to as 'talent mentality' or "talent mindset". It is a leading factor determining the success of any implementation process and an organization. Hiltrop (2019) noted that talent management is a mindset to strengthen person-organization fit and ensure that all workers are able to perform. A talent management mindset arises from a deep-seated belief that talented individuals within an organization exceed its competitors. The obvious result of such a belief is seen in managers' actions to fortify their talent pool, implying that a talent management mindset is associated with desirable outcomes (talent attraction and retention).

Dessler (2018) remarks that the strategy of a talent management is based on a triad of "heads, hands and hearts". Hearts express passion—an individual's intrinsic motivation—referring to the most significant element of talent management. This essence might appear in the literature as "organizational commitment", "intrinsic motivation", "employee engagement", or "passion and dedication to work". However, some contemplated that there is a difference between talent management and employee engagement in organizations. The concept of employee engagement is multidimensional; it can be viewed emotionally, cognitively or physically (Ross (2013). Being emotionally engaged means establishing meaningful relationships with other colleagues and coworkers and sharing empathy and concern with others; cognitive engagement is related to having an awareness of mission and role in the work environment.

Human resources or workforce planning is a critical step in planning for staff and achieving the goals of the organization's strategic plan. It is the first step in the human resource planning cycle and links up to preparing to recruit, attracting staff, recruiting and selecting staff and developing staff. The planning requires a clear strategic plan, including operations or other managerial activities carried out by the human resources department, such as recruitment, training and development of staff in the organization. This necessitates collecting accurate, honest and sufficient information for adopting decisions that include the organisation's continued success (Joudeh, 2019).

Processes of Human Resource Planning

According to Tayeh et al. (2018), the human resource planning process may be circular rather than linear, with the process starting anywhere in the cycle. For instance, scenario planning may impact on resourcing strategy, which, in turn, may influence the business strategy.

Alternatively, the starting point could be demand and supply forecasts which form the basis for the resourcing strategy. The analysis of labor turnover may feed into the supply forecast, but it could also lead directly to the development of retention plans. There cannot be a well-articulated business plan as a basis for the human resources plans. The business strategy may be evolutionary rather than deliberate. It may be, in parts, intuitive and incremental. Resourcing decisions may be based on scenarios riddled with assumptions that may or may not be correct and cannot be tested.

A resourcing strategy may be equally vague or based on unproven beliefs about the future. It may contain statements about, for example, building a skills base that is no more than rhetoric. There is a systematic approach to developing resourcing strategy, scenario planning, demand and supply forecasting, and labor turnover analysis. The degree to which HRP can be carried out systematically will depend on the nature of the organization. If the future is fairly predictable, then formal planning might be appropriate. If it is not so, the approach to human resource planning might have to rely on broad scenarios rather than precise forecasts. The processes of HRP can be listed as below.

a) Business Strategic Plans: These plans define future activity levels and initiatives demanding new skills.

b) Resourcing Strategy: It plans to achieve competitive advantage by developing intellectual capital, i.e., employing more capable people than rivals, ensuring that they develop the organization's specific knowledge and skills and becoming employees of choice.

c) Scenario Planning: It assesses in broad terms where the organization is going in its environment and the implications for human resource requirements.

d) Demand Supply Forecasting: It helps estimate the future demand for people of both quality and quantity and assess the number of people likely to be available from within and outside the organization.

e) Labour Turnover Analysis: It deals with analyzing actual labour turnover figures and trends as input to supply forecasts.

f) Work Environment Analysis: It seeks to analyze the environment in which people work in terms of the scope that it provides for them to use and develop their skills and achieve job satisfaction.

g) Operational Effectiveness Analysis: It analyses productivity, people utilization, and the scope for increasing flexibility to respond to new and changing demands.

Talent Attraction
Effective management plays a crucial role in attracting talented individuals by assessing their personal knowledge, skills, and qualities. The evaluation results are then used to determine the positive impact of employees' performance on organisational development (Pascual-Fernández et al., 2021). In general, the competencies encompassed by talent attraction should be assessable, observable, and capable of development. These competencies include unique competencies, general competencies, and transformable competencies. The effective administration of public security organisations necessitates the synchronised advancement of each individual within the workforce. The development of a key competence model facilitates employees' comprehension of the strategic requirements of the organisation and

enhances their individual competencies in alignment with these requirements, thereby fostering the enhancement of job performance (Deng et al., 2021).

METHODS
The study employed survey method based on cross-sectional mode. It was a survey carried out among public security organizations in southwestern Nigeria. The total population of the five selected organizations was 37,468, consisting of both junior and senior security officers. Using Yamane's approach (1967) to determine the sample size of junior and senior security officers, it yielded a total of 509 respondents in the sample. Questions were validated and the reliability test of the instrument obtained using Cronch Alpha for the proxies while 0.79 for human resource planning and 0.85 for the talent attraction. In order for a test to be considered satisfactory, it is necessary for all coefficients to be within the acceptable range of 0.70, as specified by Saunders, Lewis, and Thornhill (2016). A Likert scale of 4 was used. Multiple linear regression was used to investigate the impact of human resource planning on talent attraction.

DISCUSSION OF FINDINGS

Demographic Characteristics of the Respondents

Table 1 Frequency Distribution Analysis of Demographic Factors of Respondents

Variable	Items	Frequency	Percentage (%)
Age of the Respondents	Below 20 years	115	22.6
	20-29 years	149	29.3
	30-39 years	135	26.5
	40-49 years	53	10.4
	50-59 years	31	6.1
	60 years and above	26	5.1
	Total	509	100.0
Gender of the respondents	Male	353	69.4
	Female	156	30.6
	Total	509	100.0
Marital Status of the Respondents	Single	125	24.6
	Married	342	67.2
	Separated	26	5.1
	Widow/widower	9	1.8
	Divorced	7	1.4
	Total	509	100.0
Educational Qualification of the Respondents	O' Level School Certificate	77	15.1
	OND/NCE	25	4.9
	B.Sc./BA/B.Ed./HND	196	38.5
	Master's Degree	141	27.7
	Ph.D.	70	13.8
	Total	509	100.0
Work Experience of the Respondents	Less than 10 years	211	41.5
	10 – 20 years	204	40.1
	21 – 30 years	78	15.3
	31 years and above	16	3.1
	Total	509	100.0

Source: Author's Computation, _(2023)_

Table 1 shows the frequency distribution analysis result of the demographic factors of the respondents. Result on age showed that 115 (22.6%) of the respondents were below 20 years, 149 (29.3%) within the age of 20-29 years, 135 (26.5%) within the age of 30-39 years,

53(10.4%) within 40-49 years, 31 (6.1%) within 50-59 years, and 26 (5.1%) within 60 years and above. The study, therefore, concluded that the majority of the respondents are young in age, i.e., less than 40 years. Of the total respondents, there were 353 (69.4%) men and 156 (30.6%) women.

The frequency distribution result show that most respondents were married: 125 (24.6%) were single, 342 (67.2%) married, 26 (5.1%) separated, 9 (1.8%) widow/widower, and 7(1.4%) were divorced. All of the respondents were also literate or educated with majority of them having having a first degree. Finally, most of the respondents have worked for at 10 years in an organization: 211 (41.5%) have worked in the organisation for 10 years and below, 204 (40.1%) for 10-20 years, 78 (15.3%) for 21-30 years, and 16(3.1%) for 31 years and above.

Regression Analysis of the impact of Human Resource Planning on Talent Attraction

TABLE 2: Regression analysis of Human Resource Planning on talent Attraction

The moderating impact of the operating environment on the relationship between human resource management practices and talent management									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.828a	.685	.682	.96124	.685	260.348	4	479	.000
2	.828b	.685	.682	.96198	.000	.261	1	478	.610

a. Predictors: (Constant), Human Resource Planning, Training and Development, Employees' Relations and Compensation Management
b. Predictors: (Constant), Human Resource Planning, Training and Development, Employees' Relations and Compensation Management, Operating environment
c. Dependent Variable: Talent management

Source: Author's Computation (2023).

Table 2 above presents the result of the summary of hierarchical/stepwise regression analysis showing the moderating impact of the operating environment on the relationship between human resource management practices and talent management. The results showed a strong relationship between human resource management practices and talent management, 68.5%. Based on these results, the overall impact (F= 26.348, p< 0.05) showed a positive influence on talent attraction. Therefore, human resource planning has a significant impact on talent attraction in public security organizations in Southwestern Nigeria.

Relationship between Human Resource Planning and Talent Attraction

From the hypothesis testing, it shows that human resource planning has a significant impact on talent attraction in public security organizations. It means that effective and efficient human resource planning of any organization, whether private or public, would impact how organizations attract qualified talents for organizational development. This corroborates the findings of Pascual et al. (2021) and Deng et al. (2021) that effective management tools of talent attraction bring about organizational competence. The talent attraction model helps identify employees' personal knowledge, skills, and quality and evaluation results based on the positive impact such attracted talent could offer to the organization. The findings of this study further revealed that human resource planning has significantly contributed to corporate talent attraction as a result of track records. This has led to an influx and aspiration of many talents pursuing certain careers, professions or occupations. Specifically, the positive impact of the combined contribution of human resource management practices and talent management in public security organizations has helped to sustain the sector despite the outbreak of COVID 19 in the period of the study. The findings further identified the different

components of outputs associated with the combined contribution of human resource management practices and talent management with special emphasis on human resource planning and talent attraction, such as increased organizational competence, competitive advantage, job commitment and morale boosting. These results substantiate the findings of Orakwe (2021), who viewed that adequate compensation to the attracted talent of any organization would help to achieve talent retention. Chen (2021) found that achieving an organization's success is difficult without proper human resource planning.

CONCLUSION & RECOMMENDATIOINS

It is concluded that human resource planning has influenced talent attraction to a very large extent among public security organizations in Southwestern Nigeria. The study thus recommends that effort should be put in place by the managers/HR of these security outfits to improve their forecasting systems and encourage the attraction of highly qualified officers irrespective of gender, race or other demographic backgrounds.

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