AN EVALUATION OF MANPOWER PLANNING IN FERDERAL AIRPORTS AUTHORITY OF NIGERIA [FAAN]

BY

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This dissertation titled, an evaluation of manpower planning in the Federal Airports Authority of Nigeria [FAAN] is an original work done by Francis Friday Balogun of the Department of Transport Management Technology [TMT] of Federal University of Technology Owerri, Nigeria.

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DEDICATION

This piece of work is dedicated to my Late Father, Chief Pa. Ajakpa Balogun.
ACKNOWLEDGEMENT

Special thanks and gratitude to my supervisor Mr. S.I. Ukaegbu for having spared his precious time carefully; gone through the manuscript and made all necessary corrections, and also vital advice given before typing.

May the Lord Almighty continue to shower his blessing and protection upon him and member of his family?

My thanks also go to my immediate family, children and especially my late wife Mrs. Regina Balogun for all her encouragement, through moral and financial support, but unfortunately she could not live to see the successful completion of the program. May her soul rest in perfect peace. [Amen]

My thanks also go to my friend Victor Ajayi [Chapel Hill] for his moral support and encouragement. And also my colleague in the office for their co-operation in providing all necessary information needed in all the questionnaires.

Also I extend profound gratitude to FAAN management for their kind approval to run this program to a successful conclusion.
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ABSTRACT

In this research work, the researcher researched on level of manpower planning i.e. if there is adequate manpower planning in the Federal Airports Authority of Nigeria. And the objective of the research work is to know the cause of frequent retrenchment/sack of FAAN workers. As a guide to this study, two propositions/hypothesis were drawn on which the researcher focuses his research work. In the course of the study some related literatures were also reviewed based on this propositions/ hypothesis. There were two sources of data collection which are the primary source which involving oral interview and secondary sources which involved distribution of questionnaires. The data were analyzed using percentages, from the result of the analysis and testing of the proposition/ hypothesis formulated, the certain findings were made. Training facilities within the Federal Airport Authority of Nigeria training school are adequate for manpower development. Many staff also testified that they have gone on different forms of training, and there is adequate manpower planning in the Federal Airport Authority of Nigeria (FAAN).Based on the findings and observations some recommendations were also drawn among which are Instructors in the FAAN training school should be sent on facilitation courses to update their knowledge at regular intervals; and Manpower department should be responsible for handling and Co-coordinating staff movements/ exits. The researcher also pointed out area of further research in fire fighting and rescue department of the organization.
CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND INFORMATION

This research focuses on interesting areas of Manpower Planning with the emphasis on selection, training and placement of employees in the public sector. There have been problems of frequent retrenchment of workers in the Federal Airports Authority of Nigeria. In the year 1996 over 2000 employees of Federal Airports Authority of Nigeria (FAAN) lost their jobs. And currently, the same organization is planning to carry out similar retrenchment exercise of over 2500 workers this year 2005 (Saturday Tribune 5th March 2005, page 12 (Editorial) and Wednesday April 6, the Guardian Newspaper Page 64 (Editorial).

This and similar developments stimulate the interest in this study to critically examine the manpower planning process of the Authority with a view to determining whether the selection and placement aspect are faulty or not.

The introductory part of this study will discuss Manpower Planning; examine the statements of the problem, the scope of study, the significance of the study, and limitation of the study.

The word organization cannot be mentioned without the idea of organizational objective. We think of people or staffs that implement such.

This study is interested in examining the political interference in staff selection and placement as it affects the overall manpower planning in the Federal Airports Authority of Nigeria.

The researchers also focuses on the extent to which the organization selection and placement reflects the economic reality. The researcher is as well interested in the aspect of staffs’ training/ development in man power planning.

Importance of training in a study of this nature can never be over emphasizes because: Employee training and development are the heart of the employee
utilization, productivity commitment, motivation and growth” [Nwachukwu 1998 p.121]

Training is an area that some organizations always shy away from because of the cost involved. Such attitude left many workers in the public sector unmotivated because they lack necessary training. The researcher examines what the situation might looks like in the Federal Airports Authority of Nigeria. This study is to analyze Manpower Planning in a public sector organization using Federal Airports Authority of Nigeria for empirical investigation. The study is intended to make suggestion on how to evolve an effective manpower policy and pointing out the necessity for spread of personnel in the public sector.

Since the success of any organization is determined by the caliber of its staff, the recruitment and selection of staff can never be left to intuition. There is the need for constant planning of human resources to match with the organizational objectives. The term Manpower Planning is also known as personnel or human resources planning. To a layman, the term personnel means staffs or persons employed in a work situation and remunerated for their services in terms of salaries and wages. A layman will see planning as considering in advance an arrangement for carrying out a task. It is assumed that no government or organization can work effectively unless manpower planning is carefully examined.

1.2 PROBLEM STATEMENT.

The issue of organizational performance in Nigeria has been a thing of concern to management/owners of Business (Public of Private), the Public, the consumers, and the nation as a whole. The reason for their concern is based on the fact that in a capitalist or mixed economy like Nigeria aggregate economic performance is dependent on the performance of the smaller units operating within the economy. The performance of any organization is therefore based not only on the management ability to plan in the short run, control organize, direct and co-ordinate its resources, including human resources but also the ability to effectively plan for into the future and effectively implement the plan.

It is pertinent to note that planning ahead has many ranges, which have different effect on the organizational performance. These are short term plan, the medium term
plan and long term plan. The adoption of any of these ranges of plan by any organization will depend on foreseen effect it will have on its operations. Most organization in Nigeria prefer the short and medium range plans because of the flexibility and almost certain outcomes of such plans.

The problems in this research therefore is that of attaining effective manpower planning in the Federal Airports Authority of Nigeria [FAAN]. An attempt is therefore made identity problems hindering effective staffs selection and placements as part of overall manpower planning process in the Federal Airports Authority of Nigeria.

1.3 OBJECTIVES.

The objectives of the study are:

1. To examine the irregularities in the staff selection and placement process in the Federal Airports Authority of Nigeria [FAAN].

2. To examine the political interference in staff selection and placement as it affects the overall manpower planning in the Federal Airports Authority of Nigeria.

3. To examine the extent to which the staff selection and placement in Federal Airports Authority of Nigeria reflects the economic reality.

4. To look into staffs development in manpower planning.

5. To examine the nature of manpower training in Federal Airports authority of Nigeria.

6. To make suggestions on how to evolve an effective manpower policy.

1.4 RESEARCH HYPOTHESIS

For the purpose of this research work, the researcher formulated two Null Hypotheses [Ho] each with an Alternative Hypothesis [Hi].

1. Ho: There is adequate manpower planning in the Federal Airports
Authority of Nigeria [FAAN].

Hi: There is no adequate manpower planning within the Federal Airports Authority of Nigeria.

2. Ho: Training facilities within the Federal Airports Authority of Nigeria Training school are adequate.

Hi: Training facilities within the Federal Airports Authority of Nigeria Training school are not adequate

1.5 JUSTIFICATION OF THE STUDY.

This study is examining staffs selection and placement as a problem in manpower planning, an area that will be useful to government parastatal, ministries, the private sector and students in search of knowledge.

The solutions adduced will be useful to management of organizations in their manpower planning process.

This research will also serve as background to other researchers that might be interested in similar topic.

1.6 SCOPE OF STUDY.

The scope of this study is to cover the various methods used in staffs selection, training and placement as an aspect of manpower planning within Federal Airports Authority of Nigeria [FAAN]. This study also covers all the nations’ twenty-two airports.

1.7 LIMITATION OF STUDY.

One major set back anticipated in this research project is time factor.

There was no enough time to give this works, the thorough research it deserves.
Limitation in questionnaires also is a problem. Some respondents truthfulness in answering questions is not adequately guaranteed. Therefore, the work is only to the answer gotten from the respondents. Frequent rescheduling of interview by top level management [managers] and their unwillingness when interviewed to disclose some informations on manpower planning as a fundamental function of management is eventual; but there are many of these limitation to the use of planning ,however, four will be identified in this work.

i. Accuracy of information and fact regarding the future: The research has earlier pointed out that planning deals with the future. Therefore, the usefulness of a plan will depend to a large extent on the correctness of the predictions or assumption made by the planners about the future.

If the condition under which manpower plan must be implemented change significantly and there is no flexibility built into the plan, much on the value of the plans may be cost.

ii. Cost of Planning: Survey has shown that most small scale firms disregard long term planning for manpower development because of the cost of formulating, one might be in excess of its contribution.

iii. Psychological Barriers: the most prevalent of the psychological barriers is that some managers have more regard for present desirable and has certainty. The future means change and adjustments to new situations and conditions. Apart from having more regard for the present, some managers believe that planning tends to accelerate change and unrest.

iv. One of the strongest limitations of manpower planning is the belief that best results are obtained by tackling situations when and if it appears pertinent to the immediate problem. Advocates of this approach contend that few plans are followed consistently and exclusively to specific ends.

Despite there limitations, the role of manpower planning in organizational success cannot be over emphasized. It is therefore important that managers plan effectively to ensure continuity of
operations.

Also scarcity of books on this topic may contribute yet another set back in this research work. There is also the difficulty in gathering respondents to complete their questionnaires.

Least but most important is financial limitation. The cost of transportation to FAAN headquarters and staff homes who resides far away from the Airport vicinity and to other areas where secondary information could be gathered was very high.

1.8 BRIEF INFORMATION ABOUT FEDERAL AIRPORTS AUTHORITY OF NIGERIA.[FAAN].

The Nigerian Airports Authority [NAA] was established by Decree No.45 of 1976, coined from the former Ministry of Civil Aviation, when it became necessary to have a supervisory body to see to the smooth maintenance of Airport Structures and to maintain and supervise the building of the new Airport. Also, to implement the Aerodrome development project, under the third National development plan.

The Authority thus became fully operational in July 1978 and since then it has made a remarkable progress. Its principal functions as laid down in decree 45 of 1976 are:

[a] To develop and maintain the Airport all necessary service and feature for aircraft, excluding navigational aids telecommunication facilities and Air Traffic control service.

[b] To provide accommodation and other facilities for effective handling of passengers and freight.

[c] To provide and develop facilities for the surface transportation within airports.
To carry out at Airport either directly or by an agent or in partnership with any other person, such economic activities as are relevant to our transport.

Generally to create condition for the development in the most economic and efficient manner of our transport and the service connected with it.

The organization structure of the former NAA was made up of 2 Board of Directors, headed by a Chairman, and Management, consisting of five directors and the Managing Director Office. The NAA is administratively split into five major directorates’ namely- Administration, Finance, Operations, Engineering and Corporate Planning. The Public Relations, Internal Audit Board, Secretary and Legal Department; are placed under the office of the Managing Director to avoid unnecessary protocol in the discharge of their sensitive functions.

Financial Directorate maintains an accurate financial status of the Authority.

Administrative Directorate co-ordinates the different functions vital to the functioning of the Authority. Operations Directorate coordinates the diverse activities of the Operations, Security, Rescue and Fire Services Department.

The Engineering Directorate monitors, maintain and supervise the implementation of the Aerodrome development projects in all the 15 existing Airports of the Federation. This department has under its section like Electrical Electronics, Mechanical, Transport, Civil ,land Building.

The Directorate of Companies of co-operates planning co-ordinates and integrated all NAA’s units towards common directions through short and long term planning.

The management of the Authority through the Airports can within the ambit of Decree No.45, independently generate revenue through the legitimate sources other than the conventional sources of revenue to the Authority such as landing and parking of Aircraft and so on.

Consequently upon government policies on aviation, the defunct Federal Civil Aviation Authority [FCAA] and Nigeria Airports Authority of Nigeria [NAA] were merged to form Federal Airports of Nigeria. [FAAN]. They now combined the functions of the former FCAA and NAA. The then functions of the former FCAA oversee the navigational aids. The thinking of government was for better performance. Government felt that several functions of the two dissolve organization were duplicated. And that the manager will enhance efficiency. The two organization were accused of corrupt practices and lack of commitment to their goals hence the
Formation of Federal Airports Authority of Nigeria [FAAN] in 1995 is to handle all functions concerning the twenty-two airports throughout the federation with Alhaji M. S. Baba as the pioneer Managing Director. The International Civil Aviation Organization [ICAO], the International body that regulates civil aviation worldwide, felt that it was not justified to merge these two Authorities together, as there is a need to have a specialized and regulatory body independent with its own function. The body [ICAO] pressurized the Nigerian government the need for specialization in the aviation sub-section. Pressure finally bore fruits and by irony of fate, there was a de-merger FAAN was now split into Federal Airports Authority of Nigeria [FAAN] and Nigerian Airspace Management Authority [NAMA] with the functioning of overseeing all Navigational aids in all the airports.

Government took two steps further by creating Nigeria Civil Aviation Authority (NCAA) charged with the responsibilities of ensuring our safety and to oversee and supervise the implementation of the Airports in the federation. These organizations were coined out of federal Airports Authority of Nigeria in 1999, but took effect from January 2000 after the sharing of assets and setting up of their various organizations structures.

We can therefore say in effect that FAAN is the former NAA since the function of FAAN dates to the functions of the former NAA were using to operate in the various Airports.

The Federal Airport Authority of Nigeria (FAAN) are the landlords in various Airports, since they are in control of almost all the landed structures including buildings in and around our Airport Nationwide.
CHAPTER TWO
LITERATURE REVIEW

2.1 MANPOWER PLANNING

Manpower planning is the process or systems of getting the correct number of qualified people into the right job at the right time. In other words, it is a system of matching the supply of people internally and externally.

According to Walter (1981) “through manpower planning, management prepares to have the right people at the right times to fulfill both organizational and individual objectives”. While Werther Junior (1981) says” human resources planning systematically forecasts an organization’s future supply of, and demands for employees. It allows personnel specialists to provide the proper work force needed by the employer. Human resources plans serve as a guide to other personnel activities, such as obtaining new workers or implementing an affirmative action programme”.

Coleman (1979) said “Through planning, organizations try to come to understand their strength, weakness and problems and determine what has to be done to make their dreams come true”. Planning takes place at all levels of the organization. At the top, it appears or shapes the destiny of the organization and influences its attempts to survive, grow and prosper. At the bottom, planning helps to make sure that dead-lines are met and work is completed.

Manpower planning examines the workforce and develops programmes to help the organization reach its objectives. The ultimate aim of personnel planning is to ensure that the right number and right kind of people are available at the right time and place to meet the organizational needs.

In their own contributions Straus/ Sayles (1980) says: “To survive and prosper, an organization needs well qualified, motivated employees available at the right time. Putting them there involves careful advance planning-manpower planning-integrating the many diverse parts of the organizations over all manpower system”.

Without an overall Manpower planning, some destructive problems are likely to occur and posing threat to the overall success of the organization.
Bowey (1974) strictly defined manpower planning as; “The activity of management which is aimed at coordinating the requirements for and the availability of different types of employees-usually, this involves ensuring that the firm has enough of the right kind of labour at such times as it is needed. It may also involve adjusting the requirements to the available supply”.

In another contribution, Hughes (1976) says; “Manpower planning incorporates all of the various concerns of personnel management-recruitment, training, career development, pay and productivity”.

Irrespective of the firm of manpower planning adopted, it is never a panacea. While it works well in some organization, it may be confronted with hitches in some other due to peculiarity of different organizations.

However, Charles (1982) argued that, “Manpower planning lacks general view to get the right people in the right places at the right time, because it is cumbersome, expensive to operate and discontinued”.

This assertion by Charles must be right when one views Manpower planning in the context of public sector. A sector where manpower planning is not free from politics and bureaucracy. The aim of getting the right people becomes distorted with favoritisms and nepotism in recruitment. Such inefficient procedures and rigidity in the approach to human problems thwarts effort aimed at getting the right people at right places.

Furthermore, manpower planning may appear too expensive to operate because of the incapability of planners in planning manpower resources.

Manpower planning seems to be discontinuous because of failures of superior officials to delegate enough responsibilities to their subordinates.

Manpower planning should take into consideration the social and cultures heritages of the country. Therefore with a good plan, employees of the federal Airport Authority of Nigeria (FAAN) can know more what opportunities and system for placement, promotion and development exist within their organization.

Charles (1982) has this to say; “With the use of manpower systems, employees can be of greater help to management and to themselves by giving input into placements, promotion and development process”.

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Human resources of any organization deserved to be planned for, just like we budget for any amount we want to spend. Manpower planning in dynamic situations like the Federal Airport Authority of Nigeria (FAAN) has to be forward looking. It should never be considered in isolation except as part and parcel of overall organizational plan.

The success of manpower planning depends on overall corporate strategy and is subject to degrees of probability. According to Yesufu (1969) manpower planning includes; “planning of the formal educational system, analysis of the structure of incentives, and utilization of manpower; analysis of unemployment, underemployment, and appropriate measure for alleviating them”.

Manpower planning in the light of the above can be said to involve the formulation of plans and policies for organization/National development. In view of such importance, a National Manpower Board was to give full consideration to all aspects of management programmes in Nigeria. Both large and small organizations including individuals must have aims and objectives. The same can be said of Manpower planning.

Olusanya (1987) sees Manpower planning as “The strategy for the acquisition, utilization, improvement, and retention of all establishment of human resources in order to achieve its objectives”. He went further to discuss the aim of manpower planning thus; “Manpower planning aims to maintain and improve the ability of the organization to achieve corporate objectives through the development of strategies designed to enhance the contribution of manpower at all times in the foreseeable future”. Similarly on the objective of manpower planning, Adamolekun (1983) states thus; “The objectives are to ensure that an organization has adequate human resources”. The manpower objectives of any organization entirely depend upon its goals and level of development.

In his own contribution, Iwuji (1974) define Manpower planning thus; “Manpower planning embraces a whole series of issues. These include the formulation of plans and policies for development and effective utilization of all human resources in all sections of the national economy, the economy forecasting of manpower needs, the provision and expansion of formal educational levels in accordance with required manpower needs, the allocation and efficient use of skilled and educated manpower in the wage earning labour force and so on”.

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Bowey (1974) as quoted in Blunt and Popoola (1975) adduced the following reasons:

1. When a new section, department or site is opened.
2. Due to the growth and contraction of an organization, such changes may require existing staff to handle higher responsibilities.
3. The imminent retirement of a large proportion of the labour force.
4. Introduction of new production method and technology.
5. When a large number of jobs has to be redesigned.
6. Organization or Re-Organization of departments or sections.
7. When there is need for a large number of scarce and unusual skills.

The various reasons adduced by various writers quoted suffice to lay to rest the question as to why Manpower planning has been gaining more and more attention in recent times.

2.2 MANPOWER DEVELOPMENT

Inadequate Manpower planning in an organization could constitute barriers to the achievement of its goals. The development of any organization depends mainly on its available human, capital and natural resources.

Manpower development involves heavy expenditure on employee education and training. In line with the above, Soley (1974) says; “The most critical economic factors in the country’s development are capital and high level of manpower”.

It becomes imperatives that one of the two factors cannot be effectively employed without the other. If one is employed, the other will remain redundant. To support Soley’s view, Adepoju (1978) emphatically said; “Capital and trained manpower are needed to effectively exploit both actual and potential natural resources for development”.

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2.3 MANPOWER DEVELOPMENT VERSUS POLITICS/UNDUE INTERFERENCE

Manpower development promotes job satisfaction and raises the quality of labour force. The consequence will be increase in productivity. While defining manpower in terms of planning and development; political influence plays greater role. Ekon (1983) observed that; “The decision to industrialize the types of industries to be established, the number, location and sometimes the rate of growth of industries in the nation are all political considerations”.

Issues raised from this view have consequences on the process and procedures of Manpower development and economy of Federal Airport Authority of Nigeria; where the location of new Airports in influenced by political consideration rather than economic.

Also Blunt and Popoolasss (1985) equally supported the above view saying that; “In settings where paid work is scarce, and where there are strong pressure to allocate jobs in a particularistic fashion, the selection process constitutes a prime means for fulfilling one’s obligations to kin and other personal contacts”.

In politics and manpower planning, Straus and Sayles (1980) says; “The determination of Manpower policy is not management’s premegative alone”........ Unions have a major interest, and recheck and correct individual employees (particularly those with managerial or” professional training are insisting on a voice; after all their future is at stake”.

One wonders, if reasonable development could take place in an organization where experts decision are ignored, as often practiced by politicians. However, there is need for top level decision makers to accept changes in management responsibilities which is inherent in change initiation.

2.4 MANPOWER PLANNING VERSUS EDUCATION/TRAINING.

Education id recognized as an instrument for social change in the process of dynamic nation building. The growth of every organization depends on availability of employees with sound and qualitative education.
As a result of the vital role played by education, the objectives of education as spelt out in Nigeria third National Development plan (p.245) went thus; “The creation in the country of an educational system capable of ensuring that every citizen is given full opportunity to develop his intellectual and working capabilities for his own benefit and that of his community”.

Education in Nigeria can then be regarded as a means to an end and an end in itself. In recognition of the importance of education, Federal Airports Authority of Nigeria has encouraged employees education.

Cuming (1975) has this to say on education; “The aim of education is to give employees of all levels sufficient instruction and guidance to enable the perform their jobs effectively as well as prepare them for promotion”.

In similar view, Adesina (1981) remarked; “It is a common belief that expenditure on education is a human investment. Like any investment therefore, there should be a principle that would guide its management. Hence we manage the investment so as to produce the right number of manpower for the various present and future available vocations and professions”.

A sound programme for manpower development caters for both the educational and training needs of the organization/society.

According to Nwachukwu (1988) “Training is organizational effort aimed at helping an employee to acquire base skills required for the efficient execution of the functions for which he was hired”.

In his further comment, employee productivity is considered as a function ability, will, and situational factors. An organization may have employees favored by the factors earlier mentioned including appropriate equipment/management support and still record 1000 productivity. The missing factor in most cases is lack of adequate skills and knowledge which are required through training.

Armstrong (1984) defined manpower training as;

“The systematic development of the knowledge skills and attitudes required by an individual to perform adequately a given task or job”.
From the definition, it is understood that training should be meant to improve the performance of the existing employees, to prepare the new recruits for which they are recruited, and to help the civil servants develop their capacities so that the government/organization can attain its objectives.

Training involves learning skills in various settings. It is advisable that training investigator or any one in charge of training designs training to help the civil servants improve their productivity and efficiency. Workshops in modern management techniques be organized for civil servants. Acquisition of skills makes employee more valuable because his talents are fully utilized. Such skills also enhance his status and security within the organization.

Learning of skills in various settings means; on the job training and off-job training. With regards to on-the-job training (for example, training by doing), the training is achieved while the worker is on the job. The technique of on the job training ranges from job instruction, coaching, demonstration, counseling, job rotation to specific assignments.

Off-the-job training involves group discussion, role playing, projects and induction courses for the newly recruited employees.

On the utility of training and development of employees, it is expected that the offer returning from training should apply acquired knowledge to improve the schedule of their duties and equally supply new ideas. It is such belief that has necessitated training of civil servant in all functional areas. Such trained official are posted to areas where they specialize. They become asset of change and development by ensuring that the organization gets optimum return on its investments made on education, recruitment and training of employees.

Robins (1978) argued “at every point in time in the life of organization, there must be the right number of employees with jobs, in order to achieve the objective of the organization and to fulfill its purpose”.

This in effect means that no matter the size of the organization training is considered very essential in meeting organizational objectives. In fact, training can be considered as an ongoing, continuous process not a one-slot activities. It must be noted that new problem new procedure and equipments
new knowledge and new job are areas that will constantly require needs for employment instructions.

In a similar contribution to the last paragraph Robin (1978) says, “Every organization needs to have well trained and experience people to perform the activities that have to be done. If current or potential job occupants can meet this requirement; training is not important. When this is not the case, it is necessary to raise the skill levels and increase the versatility and adaptability of employees. Therefore training is a process that updates old skills and develops new ones”.

The quotation is saying unnecessary effort should not be concentrated on training when there is no need for one. Training should only be undertaken when there are training needs. Shafrits, Ayole and Rosenbloom (1981:353) gave four guidelines for training needs.

Firstly, the training must be useful in improving organizational effectiveness. Secondly, the training must be relevant to enhancing advancement potentials. Thirdly, the training must be job or career related and fourthly, the training or course must interest trainee or employee. It is never a must that all the four factors exist before a training exercise is carried out.

2.5. CLASSIFICATION OF MANPOWER PLANNING.

The primary purpose of planning is to reduce the degree of risk in Business operation. To achieve this, Organization must be involved in many different plans of widely varying degree of importance. It is therefore important to develop method of clarifying these plans to make it easier for planners to know exactly what type of Manpower Plan[s]they must develop.

Different writers classify Manpower Planning in different ways. One of such classifications is the one by Beone and Kurtz, they classified Manpower Planning on three bases:

1. Time
2. Use and
3 Scope of Breath.

TIME: The writer broke this time dimension of plan into the following:

[a] Short Range: One year or less.
[b] Intermediate Range: Between one and Five years.
[c] Long Range: Five Years or more.

The table below show list of examples of planning activities for each of the different planning periods:

<table>
<thead>
<tr>
<th>TIME HORIZON</th>
<th>EXAMPLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Short -range Planning</td>
<td>Annual Plans; Revenue, Materials requirement and Operational expenses.</td>
</tr>
<tr>
<td>Intermediate range Planning</td>
<td>Development of Staff, Modernization of Facilities.</td>
</tr>
<tr>
<td>Long range Planning</td>
<td>Plans on ground for staffs development.</td>
</tr>
</tbody>
</table>

Managers in the departments or division are responsible for carrying out the work within the framework of overall objectives. Therefore; it is that Managers in collaboration with subordinates who supply them with information on the smaller units of the department I formulating both overall departmental plans.

Manpower Planning deals with what an organization will be or do in future. According to Theranf Etae “Planning is future oriented .It implies specifying schedule to determine and accomplish the objectives, strategies programmers policies ,procedures and standards set forth by the planning group. It involves stating what to be done and why such action will therefore require that many alternatives be considered evaluated and selected.

Another important aspect of planning is flexibility plan defined as a plan that is adjustable to the requirement of changing conditions cut out loss of economy and effectiveness. It is therefore important to note that adhere to any plan may lead to undesirerable results. Planning requires adequate follow-up so that actual performance can be compared to pre-determined plans. This helps to provide the capability of taking corrective action where necessary revision of the plan. Koontze and Wherich
are of the view that manpower planning and control are inseparable. The scamere twins of management. According to them, any attempt to control without plans is meaningless. "The importance of planning and control was highlighted by Randle. In the lecture he presented in January 1990, in Lagos on "financial Planning control" Sunday Times 21 Jan. 1990 Ps. He observed that lack of planning and sound control on the past initiation and is abandoned.
CHAPTER THREE
RESEARCH METHODOLOGY

INTRODUCTION

The data used in this study are of primary sources. The researcher visited the headquarters of Federal Airports Authority of Nigeria (FAAN) Ikeja - Lagos persistently for a period of three months (i.e March-May 2005). The visit which was in form of internship was carried out at the personnel and other department in headquarters. During this period, data were collected through organizational documents, face to face interviews, and also by questionnaires.

The questionnaires were designed into section A and B. Section B is mostly designed for the top management cadres i.e General Managers and the Directors which section A is for the generality of the staff. Samples of the questions are as indicated below.

3.1 RE-STATEMENT OF THE RESEARCH QUESTION.

These questions are in section A and B. Section A is to be answered by all cadres of staff, while section B is for all staffs but mostly top Management cadres i.e. General managers and Directors only as may be applicable

3.2 RESEARCH DESIGN

This classification of the respondents based on the level of management -Top, Middle and Lower level. The top level management had four respondents [19.5%]. All filled and returned their questionnaires representing 100%. The middle level management was represented by eight respondents [38.09%] with all of the returning their questionnaires filled.

The lower level management on the other hand, had nine respondents and they all returned their filled questionnaires. Representing 100% of the lower level management.

3.3 DATA COLLECTIONS INSTRUMENTS

No separate questionnaire was prepared for each level of management or departments involved. The set of questionnaires which was all level of management and departments involve in the manpower planning of the organization, provided most of
the data for analysis. The questionnaire consisted of three (3) parts. The first contained a background information comprising Biographical data of respondents, such as their sex, department and management levels.

Secondly, there are questions which are “open ended” and this guaranteed the respondents to express all they know about the situation. The items from the facts that although it is proper to aid the respondent to express his or her view explicitly, it is equally rewarding to allow the respondents to express in their own words as this might help unearth some factors disclosed by the questionnaires.

Finally, “yes or No” group of question (closed-ended) which require the multiple choice questions which allow the respondents pick the most suitable answer for him/her.

The interview list manager was used to elicit views on how the manpower planning from their own point of view affects the performance of the organization and other relevant information.

The sources of Data are:

**PRIMARY DATA SOURCES:** The primary source data came from responses to the personal interview as well as personal observation during Nigeria Internership at FAAN headquarters Ikeja-Lagos. Personal interviews using random sampling was arranged to obtain data from staff.

**SECONDARY DATA SOURCE:** The researcher reviewed extensively available literature in the field of the study. The result includes work done by research bodies, technical and economic journal, textbooks, seminal paper, Newspapers, as many as are relevant to the study.
3.4 ADMINISTRATION OF DATA AND METHOD OF COLLECTION.

The researchers used questionnaires, personal interview, opinion survey and survey of related literature in the data collection.

[a] QUESTIONNAIRE

The questionnaire was constructed to help that information from the sample of respondents in areas where views and options may vary. It is in two sections, A and B. Section A is personal data and section B contains question directly relating to the research proper.

[b] PERSONAL INTERVIEW

In the courses of this research, personal interviews were conducted at different times during the survey. These, interviews were conducted among staff from different departments.

[c] LITERATURE SURVEY

Research was carried out in documentary information. The researcher also used information obtained from Federal Airports Authority of Nigeria library and papers obtained from seminars and Manpower and human Resources Department of the Federal Airports Authority of Nigeria.

3.5 METHOD OF DATA ANALYSIS

The statistical computation adopted by the researcher is percentage analysis used to test two propositions/ hypothesis. Statistical method of analysis was considered, however, various characteristics of the available data make if unsuitable to apply any of the well known statistical techniques.
CHAPTER FOUR
ANALYSIS OF DATA

DATA PRESENTATION, ANALYSIS AND FINDINGS

It was stated in chapter three that the questionnaires was used as a primary sources of data collection. The questionnaire was only one type; this chapter is therefore concerned with analysis of the questionnaire used. Consequently, the chapter has been divided into three major sections. The first section is concerned with the presentation of the data in general form, while the second section deals with the analysis of each responds, using percentages. The third section covers the testing of the hypothesis and findings.

4.1 Questionnaires Distributed and Returned.

Table 4.1 shows the number of questionnaires that were completed and returned.

<table>
<thead>
<tr>
<th>Department</th>
<th>Number Distributed</th>
<th>Percentage</th>
<th>Number Returned</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>2</td>
<td>9.52</td>
<td>2</td>
<td>9.52</td>
</tr>
<tr>
<td>Accounts</td>
<td>3</td>
<td>14.29</td>
<td>3</td>
<td>14.29</td>
</tr>
<tr>
<td>Commercial</td>
<td>9</td>
<td>42.86</td>
<td>9</td>
<td>42.86</td>
</tr>
<tr>
<td>Fire service</td>
<td>7</td>
<td>33.33</td>
<td>9</td>
<td>33.33</td>
</tr>
<tr>
<td>Total</td>
<td>21</td>
<td>100</td>
<td>21</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.2 showing Distribution and Responses based on levels of Management

<table>
<thead>
<tr>
<th>Level of Management</th>
<th>Number Distributed</th>
<th>Percentage</th>
<th>Number Returned</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top</td>
<td>4</td>
<td>19.05</td>
<td>4</td>
<td>19.05</td>
</tr>
<tr>
<td>Middle</td>
<td>8</td>
<td>33.09</td>
<td>8</td>
<td>38.05</td>
</tr>
<tr>
<td>Lower</td>
<td>9</td>
<td>42.86</td>
<td>9</td>
<td>42.86</td>
</tr>
<tr>
<td>Total</td>
<td>21</td>
<td>100</td>
<td>21</td>
<td>100</td>
</tr>
</tbody>
</table>
The two tables above show the Distribution and Responses of the questionnaires used for the research work. The tables do not represent two sets of questionnaires. They are used because the respondents are grouped into two. One on department and the other on levels of management.

4.2 RESPONDENTS CHARACTERISTICS

The general characteristics of the respondents such as sex, department, level of management and other questions will be analysed using percentages as indicated in the table below.

4.3 DATA ANALYSIS

QUESTION 1

Table 4.3: Sex Distribution of Respondents

<table>
<thead>
<tr>
<th>Options</th>
<th>Respond Frequency</th>
<th>Response %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>21</td>
<td>100</td>
</tr>
<tr>
<td>Female</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>21</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.3 shows that all the respondents are male workers. This does not however, mean that there are no female workers in the organization (FAAN).

Table 4.4 Respondents’ Length of Service in FAAN.

<table>
<thead>
<tr>
<th>Options</th>
<th>Top Management</th>
<th>Middle Management</th>
<th>Low Management</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than one year.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
The table above shows that one of the top level managers (4.76%) has worked for between 3 to 6 years, while three of them have worked for over 6 years (14.28%). The table also shows that one of the middle level managers have worked for between 1 and 3 years (4.76%), two for between 3 and 6 years (9.52%) and 5 for over 6 years (23.81%). None of the lower manager have worked between 1 and 3 years (14.28%), 6 for between 3 and 6 year (28.57%) and 12 have worked for over 6 years (57.15%).

**Question 5**

Does your organization also use manpower planning to reflect staff need and economic reality?

<table>
<thead>
<tr>
<th>Option</th>
<th>Top level</th>
<th>Middle level</th>
<th>Lower level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4 (19.05%)</td>
<td>6 (28.57%)</td>
<td>-</td>
<td>10 (44.62%)</td>
</tr>
<tr>
<td>No</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>4 (19.05%)</td>
<td>6 (28.57%)</td>
<td>-</td>
<td>10 (44.62%)</td>
</tr>
</tbody>
</table>

The table 4.5 above shows that only 10 (44.62%) of the respondents answered this question. These 10 respondents are made up of all the top managers, and 6 (28.59%) middle level managers.

None of the lower level manager was sure of the answer to the question. The reason for this can still be traced to the responses from question 7 that all levels of management are involved in the long term planning for man power in finance,
commerce, Administration and Safety.

However, based on responses received from the top and middle level managers, we can say that Federal Airport Authority of Nigeria (FAAN) plans in the long term for manpower development in finance, commerce, administration and safety.

**Question 6**

Does your Organization engage in adequate manpower planning/ Training?

**Table 4.6  Respondent Level of Management.**

<table>
<thead>
<tr>
<th>Options</th>
<th>Top level</th>
<th>Middle</th>
<th>Lower level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4 (19.05%)</td>
<td>1 (38.09%)</td>
<td>9 (42.86%)</td>
<td>21 (100%)</td>
</tr>
<tr>
<td>No</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>4</td>
<td>8</td>
<td>9</td>
<td>21 (100%)</td>
</tr>
</tbody>
</table>

All respondent in top, middle and lower level management agreed that Federal Airport Authority of Nigerian engage in adequate Manpower planning i.e 100% of the respondents.

**Question 7**

If yes what level(s) of management.

<table>
<thead>
<tr>
<th>Options</th>
<th>Top level</th>
<th>Middle Level</th>
<th>Lower level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level only</td>
<td>3 (14.28%)</td>
<td>6 (28.57%)</td>
<td>9 (42.86%)</td>
<td>18 (85.72%)</td>
</tr>
<tr>
<td>Middle only</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Lower only</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>All levels</td>
<td>1 (4.76%)</td>
<td>2 (9.52%)</td>
<td>-</td>
<td>3 (14.28%)</td>
</tr>
<tr>
<td>Total</td>
<td>4 (19.05%)</td>
<td>1 (38.09%)</td>
<td>9 (42.86%)</td>
<td>2 (100%)</td>
</tr>
</tbody>
</table>

Contrary to normal practice, all level of management are not involve in adequate manpower planning in the Federal Airport Authority of Nigeria. The table above shows that 18 respondent [85.72%] made up of 3 top level of management [14.28%], 6 middle level managers [28.75%], and 9 lower level managers [42.86%] are of the view that only top level managers are involved in manpower planning while only 3 respondent or 14.28% agree to the contrary.
**Question 8**

Does your Organization also use manpower planning to reflect staff need and economic reality?

**Table 4.8 Respondent level of Management.**

<table>
<thead>
<tr>
<th>Option</th>
<th>Top Level</th>
<th>Middle Level</th>
<th>Lower Level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>No</td>
<td>4[19.05%]</td>
<td>8[38.09%]</td>
<td>9[42.86%]</td>
<td>21[100%]</td>
</tr>
<tr>
<td>Total</td>
<td>4[19.05%]</td>
<td>8[38.09%]</td>
<td>9[42.86%]</td>
<td>21[100%]</td>
</tr>
</tbody>
</table>

The table above shows that all the respondent agree that Federal Airport Authority of Nigeria [FAAN] does not use manpower planning to reflect staffs need and economic reality.

**Question 09.**

What factors necessitate Manpower Planning in your Organization?

**Table 4.9 Respondent level of Management.**

<table>
<thead>
<tr>
<th>Options</th>
<th>Top Level</th>
<th>Middle Level</th>
<th>Lower Level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Factors Only</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Internal Factors Only</td>
<td>4[19.05%]</td>
<td>19[38.09%]</td>
<td>9[42.86%]</td>
<td>21[100%]</td>
</tr>
<tr>
<td>Both Factors Only</td>
<td>-</td>
<td>-</td>
<td>9[42.86%]</td>
<td></td>
</tr>
<tr>
<td>Nothing</td>
<td>4[19.05%]</td>
<td>19[38.09%]</td>
<td>9[42.86%]</td>
<td>21[100%]</td>
</tr>
<tr>
<td>Total</td>
<td>4[19.05%]</td>
<td>19[38.09%]</td>
<td>9[42.86%]</td>
<td>21[100%]</td>
</tr>
</tbody>
</table>

The table above shows that all 21 respondents made up of 4 tops level managers 4[19.86%] agreed that both internal and external factors necessitate manpower planning in the organization [FAAN].

**Question 10**

Does your Organization use any particular technique in its staffs training/ manpower development process?
The table above shows that only 6 of the respondent [28.57%] answered this question in the space provided for them. These 6 respondent are made up of all the top level managers, [19.05%]and only 2 middle [28.57%] and all the 9 lower level managers [42.86%]had no ideas as to whether or not the organization applies any technique[s]in its staffs training /manpower development process. The researcher was able to conclude that this could be as a result of the earlier finding from question 7,that all level of management is not involve in manpower development process. However ,since top level management aggress that the organization use some technique[s] in its training /manpower development .It could be concluded that Federal Airports Authority of Nigeria uses some technique[s] in its staffs training/manpower development.

**Question 11**

If Yes which technique[s]?

**Table 4.11 Respondent Level of Management.**

<table>
<thead>
<tr>
<th>Options</th>
<th>Top Level</th>
<th>Middle Level</th>
<th>Lower Level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quantitative</td>
<td>2[9.52%]</td>
<td>-</td>
<td>-</td>
<td>2[9.52%]</td>
</tr>
<tr>
<td>Qualitative</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Forecasting</td>
<td>2[9.52%]</td>
<td>2[9.52%]</td>
<td>-</td>
<td>4[19.05%]</td>
</tr>
<tr>
<td>None</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>4[19.04%]</td>
<td>2[9.52%]</td>
<td>-</td>
<td>6[28.75%]</td>
</tr>
</tbody>
</table>

The low response to the question is as result of the low response to question 11.as is [17.43%] respondent who have answer to question 11 could not supply only answer to this question 12 .However based on the responses ,4[66.66%]of the 6 respondent agree that the organization uses forecasting as technique for planning while
2[33.33%] of the 6 respondent agree that the organization use qualitative method of technique for staffs training / manpower development process.

**Question 12**

Does your organization plan in the long term for manpower development in the following areas: Finance, Commerce, Administration and Safety.

<table>
<thead>
<tr>
<th>Table 4.12  Respondent Level of Management.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Options</strong></td>
</tr>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>No</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

**Question 13**

In which of the following does staffs training / manpower development help in your organization?

<table>
<thead>
<tr>
<th>Table 4.13  Respondent level of Management.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Options</strong></td>
</tr>
<tr>
<td>Improving Efficiency &amp; Productivity/ Commerce</td>
</tr>
<tr>
<td>Improving Internal personal Relationship</td>
</tr>
<tr>
<td>Improving Internal Communication</td>
</tr>
<tr>
<td>Improving cooperate Management</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

The above table shows that 18[85.71%] of the respondent are of view that manpower development helps organization in improving efficiency and productivity / commerce. The 18 respondents are made up of 3[14.28%] top level managers 7[34.08%] middle managers and 8[38.09%] of respondents are of the view that manpower development helps the organization in improving corporate image. We can therefore say that
training / manpower development helps this organization in improving efficiency and productivity / commerce.

**Question 14**

Which of these areas does your organization consider most while planning for staffs training/ manpower development?

4.14 **Respondent Level of Management.**

<table>
<thead>
<tr>
<th>Options</th>
<th>Top Level</th>
<th>Middle Level</th>
<th>Lower Level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area of Comparative Advantage.</td>
<td>2[9.52%]</td>
<td>3[14.28%]</td>
<td>5[23.81%]</td>
<td>10[47.6%]</td>
</tr>
<tr>
<td>Areas where it is Lagging Behind</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Commercial Areas.</td>
<td>2[9.52%]</td>
<td>5[23.81%]</td>
<td>4[19.05%]</td>
<td>11[52.3%]</td>
</tr>
<tr>
<td>Others</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4[19.05%]</td>
<td>8[38.09%]</td>
<td>9[42.86%]</td>
<td>21[100%]</td>
</tr>
</tbody>
</table>

19[47.62%] of the respondents recognized comparative advantage as the area of organization considers most while planning for staffs training /manpower development while 11[53.38%] of the respondent see new commercial area as the area of respondent see new commercial area of consideration.

We can deduce from these responses that FAAN considers either area of comparative advantage or new commercial area while engaging in staffs training manpower development.

We can deduce therefore, that manpower planning in Federal Airports Authority of Nigeria [FAAN] is necessitated by both external and internal factors.
Question 15

Does manpower planning help your organization to adapt to changes in the external business environment?

Table 4.15 Respondent level of Management.

<table>
<thead>
<tr>
<th>Options</th>
<th>Top Level</th>
<th>Middle Level</th>
<th>Lower Level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4(19.05%)</td>
<td>8(38.9%)</td>
<td>9(42.86%)</td>
<td>21(100%)</td>
</tr>
<tr>
<td>No</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>4(19.05%)</td>
<td>8(38.9%)</td>
<td>9(42.86%)</td>
<td>21(100%)</td>
</tr>
</tbody>
</table>

Manpower planning involves decision making on the part of those involved. This is deduced from the responses obtained above, 21(100%) of the respondents said no to question.

Question 16

If Yes, does manpower development improve the decision making process in the organization?

Table 4.16 Respondent level of Management.

<table>
<thead>
<tr>
<th>Options</th>
<th>Top Level</th>
<th>Middle Level</th>
<th>Lower Level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4(19.05%)</td>
<td>6(28.57%)</td>
<td>7(33.33%)</td>
<td>12(57.14%)</td>
</tr>
<tr>
<td>No</td>
<td>-</td>
<td>2(9.52%)</td>
<td>2(9.52%)</td>
<td>4(19.05%)</td>
</tr>
<tr>
<td>Total</td>
<td>4(19.05%)</td>
<td>8(38.9%)</td>
<td>9(42.86%)</td>
<td>21(100%)</td>
</tr>
</tbody>
</table>

17(80.95%) of the respondents accept that manpower development improve the decision making process in the organization.
**Question 17**

Do you think embarking of staffs training / manpower development helps to ensure long term survival of the organization.

**Table 4.17**

<table>
<thead>
<tr>
<th>Options</th>
<th>Top Level</th>
<th>Middle Level</th>
<th>Lower Level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4[19.05%]</td>
<td>6[28.57%]</td>
<td>7[33.33%]</td>
<td>12[57.14%]</td>
</tr>
<tr>
<td>No</td>
<td>-</td>
<td>2[9.52%]</td>
<td>2[9.52%]</td>
<td>4[19.05%]</td>
</tr>
<tr>
<td>Total</td>
<td>4[19.05%]</td>
<td>8[38.9%]</td>
<td>9[42.86%]</td>
<td>21[100%]</td>
</tr>
</tbody>
</table>

Table 4:2:17 shows that 19[90.48%] respondents agree that long term plans ensure a long time survival of the organization, while 2[9.52%] of respondents disagree to the option. The responses show that implementation of staffs training / manpower development help to ensure a long time survival of the organization.

**Question 18**

Do you think implementing adequate and regular staffs and training any effect on the performance of the organization?

**Table 4.18 Respondent Level of Management.**

<table>
<thead>
<tr>
<th>Options</th>
<th>Top Level</th>
<th>Middle Level</th>
<th>Lower Level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4[19.05%]</td>
<td>8[38.09%]</td>
<td>9[42.86%]</td>
<td>21[100%]</td>
</tr>
<tr>
<td>No</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>4[19.05%]</td>
<td>8[38.9%]</td>
<td>9[42.86%]</td>
<td>21[100%]</td>
</tr>
</tbody>
</table>

All the respondents [100%] agreed that implementing adequate and regular staffs training has an effect on the performance of the organization, while more of no respondents disagree to the view. This in effect shows that implementing adequate and regular staffs training has effect on the performance of the organization.
**Question 19**

In evaluating your manpower training / development plans which of the following factors do consider.

**Table 4.19  Respondent level of Management.**

<table>
<thead>
<tr>
<th>Options</th>
<th>Top Level</th>
<th>Middle Level</th>
<th>Lower Level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work ability &amp; feasibility, Accepted to personnel.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Economic Viability</td>
<td>2[9.52%]</td>
<td>5[23.81%]</td>
<td>6[28.6%]</td>
<td>13[38.9%]</td>
</tr>
<tr>
<td>All of the above.</td>
<td>21[9.52%]</td>
<td>3[14.28%]</td>
<td>3[14.3%]</td>
<td>8[38.9%]</td>
</tr>
<tr>
<td>Note of the above.</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>4[19.05%]</td>
<td>8[39.09%]</td>
<td>9[42.9%]</td>
<td>21[100%]</td>
</tr>
</tbody>
</table>

The table shows that 13[61.90%] of the respondents consider economic viability as a key factor in evaluating manpower training / development while 38.9% of the respondent consider workability and feasibility, acceptability to key personnel and economics viability as the factors to consider in evaluating manpower training / development.

**4.4 TEST OF HYPOTHESIS**

In this part of the research study, the researcher would be concerned with the emperirical testing of two hypotheses.

**HYPOTHESIS I**

Ho: There is adequate Manpower Planning in the Federal Airports Authority of Nigeria.

Hi: There is no adequate Manpower Planning in the Federal Airports Authority of Nigeria.
In testing this hypothesis using percentage as shown below

Table 4.20 Respondent level of Managements

<table>
<thead>
<tr>
<th>Options</th>
<th>Top Level</th>
<th>Middle Level</th>
<th>Lower Level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4[19.05%]</td>
<td>1[38.09%]</td>
<td>9[42.86%]</td>
<td>21[100%]</td>
</tr>
<tr>
<td>No</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>4[19.05%]</td>
<td>8[38.9%]</td>
<td>9[42.86%]</td>
<td>21[100%]</td>
</tr>
</tbody>
</table>

All respondents in the top, middle and lower level management agreed that Federal Airports Authority of Nigeria FAAN engages in adequate manpower planning i.e.100% respondent.

**HYPOTHESIS II**

Training facilities within the Federal airports Authority of Nigeria training school are adequate.

Table 4.4 Respondent Level of Management.

<table>
<thead>
<tr>
<th>Options</th>
<th>Top Level</th>
<th>Middle Level</th>
<th>Lower Level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>4[19.05%]</td>
<td>7[33.33%]</td>
<td>8[38.09%]</td>
<td>19[90.47%]</td>
</tr>
<tr>
<td>No</td>
<td>-</td>
<td>1[4.70%]</td>
<td>1[4.76%]</td>
<td>2[19.52]</td>
</tr>
<tr>
<td>Total</td>
<td>4[19.05%]</td>
<td>8[38.9%]</td>
<td>9[42.86%]</td>
<td>21[100%]</td>
</tr>
</tbody>
</table>

The above table shows that 19[90.48%] responders agreed that embarking on staffs training / manpower development, training facilities within the airports authority are adequate ,while 2[19.52%] of the respondents disagree to the opinion .this response shows that the implementation of staffs training / manpower development in the organization can only be successful with the availability of adequate training facilities within the Organization training school.
FINDINGS

The first question was Question two [2] which required the sex of the respondents. The responses from the question was quite satisfactory because the entire staff of FAAN comprises of both male and female personnel.

In Question 14 Table 4.13 shows that 18[85.71%] of the respondents are of the view that manpower development helps FAAN in improving efficiency and productivity / commerce.

The 18 respondents are made up of 3[14.28%], top level Managers, 7[38.04%] Middle level Managers and 8[38.09%] of respondents are of the view that Manpower Development helps FAAN as an organization to improve her corporate image. We can therefore conclude by saying that training / Manpower Development helps FAAN in improving efficiency, productivity/commerce.

From responses to question six [6] Table 4.6 all the respondents in the top, middle and lower level managements agreed that Federal Airports Authority of Nigeria[FAAN] engage in adequate manpower planning/training i.e. 100% of the respondents while Question 19, Table 4.17 level of respondents shows that long term plans and implementation of staffs training/manpower development ensure a long time survival of the organization i.e. Federal Airports Authority of Nigeria[FAAN].
CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

The study concentrated on the core areas the researcher believes affects manpower planning in the Federal Airports Authority of Nigeria [FAAN] i.e. selection, training and placement, such areas as highlighted in chapter four of this project as prepositions/hypothesis.

Employees’ responses to the question posed by the researchers in the interview and questionnaires forms were thoroughly analyzed and interpreted in chapter four, from the analysis in chapter four. It was discovered that most of the respondents seemed to agree that, there is adequate manpower planning in the Federal Airports Authority of Nigeria [FAAN]. One hundred percent [100%] agreed to the statements. Equally responses to other issue in table 4.8 aimed at determining staffs training/manpower development for long term survival of the organization tested positive. Table 4.11 also confirmed that there was adequate manpower /staffs training in the authority; no staffs redundancy nor staff yearning for job enlargement and qualified manpower planners in the authority are quite adequate.

It was uncovered in the analysis and interpretation in chapter four that manpower planning in the Federal Airports Authority of Nigeria [FAAN] does not reflect, manpower need and economic reality within the organization from the data analysis and interpretation [table 4.21 in the chapter four] it was equally realized and agreed that training facilities are adequate within Federal Airports Authority of Nigeria [FAAN] for manpower and development. And many staff also testified to the fact that they have gone on different forms of training since they were employed.

One can deduce from findings that a person that has gone on training many times will be able to put up a better performance.

The result that were equally got from the employees questionnaire also agrees to the second propositions/hypothesis that; training facilities within the Federal Airports Authority of Nigeria [FAAN] training school are adequate.
CONCLUSION

Manpower Planning in any organization is aimed at the organization’s future desired state. It is meant also to ensure a continuous existence and operations of the organizations while working towards the future.

It is therefore important that organization such as Federal Airports Authority of Nigeria [FAAN] should constantly engage in the formulation and implementation of manpower planning to ensure their continuity and improved on production.

From the analysis in chapter four we are able to deduce that workers are grouped into two categories as regard in questionnaires distributed i.e. you have one on departmental level and the general characteristics of the respondents such as sex, level of management, and other question were analyzed using percentages.

In the analysis, length of service by the staff was also analyzed based on the responses reviewed from the top and middle level managers. We can see that Federal Airports Authority of Nigeria [FAAN] has long term planning for manpower development while table 4.6 indicates that all respondents in the top, middle and lower levels management agreed that Federal Airports Authority of Nigeria [FAAN] engages in adequate manpower planning as analyzed on table 4.7 where respondents [85.72%] made up of 3 top level management [14.28%] 6 middle level managers [28.57%] and 9 lower level managers [42.86%] are of the view that only top level managers are involved in the manpower planning. In the analysis on table 4.9 also shows that both internal and external factors necessitates manpower planning in the organization and no idea of a particular technique in its staff training and manpower development process table 4.13 shows that 18 [85.71%] of the respondents are of view that manpower development helps an organization to improve on her efficiency and productivity. In the analysis on the table 4.8 shows that all the respondents agreed that FAAN does not use manpower to reflect staffs need and economic development. Also table in 4.21, it was equally realized and agreed that training facilities are adequate within the Federal Airports Authority of Nigeria [FAAN] for manpower and development and many staff have testified that they have gone on different forms of training since they were employed.

One can therefore deduce from such findings that a person that has gone on
training many times will be able to put a better performance.

All these findings prove right the propositions that there is adequate manpower planning in the Federal Airports Authority of Nigeria [FAAN].

5.3 AREAS OF FURTHER RESEARCH.

In the research work, much has been done in all departments of the Organization that matters so much to the survival of the Organization. the only area of further research in this research work by the researchers is the Fire Fighting and Recue Department, being a department that has to do with safety of lives and properties. Much and further work should be carried out in the department to show how efficient manpower development has contributed to the upliftment of this organization through protection of lives and properties in this organization.

5.4 RECOMMENDATION

Based on the findings of the work, and observation made, the researcher wishes to recommend the following:

1. Instructors in FAAN training school should be sent on facilitation courses to update their knowledge at regular intervals.

2. Comprehensive list of staff movement/ exist should be introduced in a form and manner that it could be useful for research.

3. Manpower planning department should be made responsible for handling and co-coordinating staffs movements / exits.

4. Staff conditions of service should also be improved upon as this will serve as motivation to both staff and instructors to put up their best.

5. The rising overhead cost at the expense of revenue generation should be checked as it does not occur well for effective Manpower planning.

6. The idea of staff sent on courses regularly should be maintained.
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APPENDIX

QUESTIONNAIRE DESIGN

TOPIC: An evaluation of Manpower Planning in the Federal Airports Authority of Nigeria [FAAN] for the purpose of this study, will define Manpower Planning as follows: the process by which an Organization or a firm acquire its staff in the right number, qualification, skills and ages, to check everlasting and understanding of the departments.

The researcher is undertaking a study on the above topic, in partial fulfillment of requirement of Federal University of Owerri for the award of Master Degree in Business Administration [MBA] in the [Air Transport Management & Technology].

The student shall be grateful if you Endeavour to answer these question as faithfully as possible and return.

Respondent are advised to feel free and express their facts, as there is no way by which the information supplied can be traced back to the respondents.
SECTION A

Please tick [       ] in the relevant box.

Please tick (       ) where applicable, otherwise, state as may be directed.

(Read carefully before answering ).

1. Sex (a) Male [         ]  (b) Female[         ]

2. What is the name of your organization?

3. For how long have you been working?

4. Does your organization engage in adequate Manpower planning?

5. Does your organization also use manpower planning to reflect staff need and economic and economic reality?

SECTION B

6. As a General Manager/ Director, can you list out the techniques for manpower development/ training?

7. Does the organization plan in the long term for manpower development in the following areas-finance, commerce, Administration and safety?

8. In evaluating your manpower training/development plans, which of the following factor do you consider:

[a] Work ability and feasibility of the training

[b] Acceptability of the training by the key personnel’s

[c] Economic consideration

[d] All of the above

[e] None of the above
9. Does your organization also manpower planning to reflect staff need and economics reality.

10. Training facilities within the Airports Authority Training school are adequate.

11. Does your organization have any particular Techniques in its staff development?

12. If yes which technique?

13. I learnt to my present appointment through friends / relatives.

14. In which of the following areas does staff training / manpower development help in your organization?

15. Which of these areas does your organization Consider most while planning for staff training/ manpower development.

16. Does manpower planning helps your organization to adapt to changes in the external business environment?

17. Comment generally on manpower planning with due regard to staff selection and placement in FAAN.

18. In evaluating your manpower / training / development plans which of the following factors do you consider?[a] workability and feasibility of the plan[b] acceptability of the plan by the personnel[c] economic consideration[d] all of the above [e] non of the above.

19. If yes, does manpower development improve the decision making process in the organization?

20. Do you think embarking on staff training / manpower development helps to ensure long term survival of the organization?

21. Do you think implementing adequate and regular staffs training has any effect on the performance of the organization?
PART ONE

SECTION B

BIOGRAPHY DATA

Please tick [ ] in the relevant box.

1. What is your age?

2. Your Sex.

3. Marital Status.

4. Educational qualification.
   [D] HND/DEGREE  [E] Others specify................

5. Length of Service

6. Present rank and Grade Level

PART TWO

INTRODUCTION: Tick [ ] the statement that best describe your view about manpower planning situation in the Federal authority of Nigeria. [FAAN].

KEY TO RESPONSE

S.A. - AGREED
A - AGREED
N.I. - NO IDEA
D - DISAGREE
S.D. - STRONGLY DISAGREE.

SECTION B

<table>
<thead>
<tr>
<th></th>
<th>S.A</th>
<th>A</th>
<th>N.I</th>
<th>D</th>
<th>S.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>[1] There is inadequate manpower planning in the Federal Airports Authority of Nigeria. [FAAN]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[2] There are no enough qualified manpower planner in the Federal Airports Authority of Nigeria. [FAAN]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[4] Some staffs are employed in most airport without due regard for revenue generation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[5] Does your organization also use manpower planning to reflect staffs need and economic reality?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[6] Does your organization engages in adequate manpower planning?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>[7] If yes? What level of management are involve?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>