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Human Resource Planning and Operational Performance of Hospitality Industry in Port Harcourt

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Abstract: *The hospitality industry in Port Harcourt, Nigeria, is crucial to the region's economic development. This study investigates the impact of human resource planning (HRP) on the operational performance of four-star hotels in Port Harcourt. Using a cross-sectional survey design, data were collected from 248 senior staff members across 62 hotels. The analysis focused on three key HRP dimensions: demand forecasting, supply forecasting, and job analysis. Results indicate that these HR practices significantly influence hotel efficiency, with high mean scores across all measured items and strong positive correlations between HR practices and operational performance. The findings underscore the importance of effective HRP in maintaining a skilled workforce and achieving operational excellence. The study recommends enhancing demand forecasting, strengthening supply forecasting, improving job analysis procedures, investing in continuous training and development, and utilizing advanced analytical tools for HR planning to sustain high operational performance in the hospitality industry.*

Keywords: *Demand forecasting, Hospitality industry, Human resource planning, Operational performance, Supply forecasting.*

1. INTRODUCTION

The hospitality industry, which encompasses hotels, restaurants, and other tourism-related businesses, plays a crucial role in the economic development of many regions, including Port Harcourt, Nigeria. This industry is labor-intensive and heavily dependent on the quality and performance of its human resources (Njoku & Ihugba, 2011). Effective human resource planning is essential for the hospitality industry to maintain a competitive advantage, meet the changing demands of customers, and ensure operational efficiency (Okpara & Wynn, 2008). Human resource planning (HRP) is the process of forecasting an organization's future human resource requirements and developing strategies to meet those needs (Armstrong & Taylor, 2020). In the hospitality industry, HRP is particularly important as it helps organizations to ensure they have the right number of employees with the necessary skills and competencies to deliver high-quality services (Tesone, 2008). Effective HRP can also contribute to improved operational performance, as it enables organizations to match their human resources to their business objectives and operational requirements (Nankervis et al., 2016).

Operational performance in the hospitality industry is a multifaceted concept that encompasses various aspects of an organization's efficiency and effectiveness, such as productivity, profitability,

customer satisfaction, and service quality (Abba & Anyanwu, 2015). Effective human resource planning can have a significant impact on operational performance, as it helps organizations to recruit, develop, and retain a skilled and motivated workforce (Boxall & Purcell, 2016).Human resource planning ensures a steady supply of workers, mitigating workforce turnover due to voluntary quits, discharges, promotions, and seasonal business fluctuations. This constant workforce flow necessitates strategic HR planning (Benjamin & Anthony, 2014). Organizations need knowledgeable, skilled, and motivated employees to enhance organizational performance. Human resource management involves overseeing employees, consulting with them, and providing training to achieve organizational goals (Fahad, Nadeem, &Samsaa, 2019). Companies recognize that human resources are valuable and can provide a competitive advantage, underscoring the importance of effective HR planning. Dessler (2011) contends that success in the hospitality industry depends on personnel competence. Mathis and Jackson (2010) assert that recruiting the right individuals helps organizations achieve their goals with minimal supervision. Helavalada and Julius (2017) and Samuel, (2024) emphasize that HR planning is fundamental to organizational success.

Armstrong (2006) states that attracting efficient employees is crucial for achieving organizational goals. Biswajeet (2020) argues that failures in HR planning lead to failures in other HR management practices. Shikha and Karishma (2017) highlight that underperformance in service organizations often results from HR managers' inability to identify suitable employees. The hospitality industry relies heavily on human resources for success (Maxwell &Farquarson, 2018). Although machines can replace some services (Rotman, 2013), they require human operation to achieve desired results. In many developing countries, the low level of mechanization in hotels necessitates a reliance on HR for operations. Mullins (2016) notes the growing importance of HR planning alongside other economic resources. Despite differing views on HR planning, the general objective is to use scarce talent effectively for organizational benefit.HR planning involves anticipating the organization's future needs and providing personnel to meet those needs. Bulla and Scott (2017) describe HR planning as identifying and satisfying an organization's HR requirements. This process includes personnel inventory, HR processes, action plans, control, and evaluation. Effective HR planning results in a motivated workforce, workplace harmony, quality improvement, and reduced costs and time overruns (Aguenza & Som, 2017; Elekwachi & Samuel, 2023). HR planning practices are rapidly evolving across all sectors, compelling managers to understand employee behavior and methods to enhance organizational performance.Despite the importance of human resource planning and operational performance in the hospitality industry, there is limited research on these topics, particularly in the context of Port Harcourt, Nigeria. This study aims to address this gap by investigating the relationship between human resource planning and operational performance in the hospitality industry in Port Harcourt, Nigeria.

Conceptual Framework

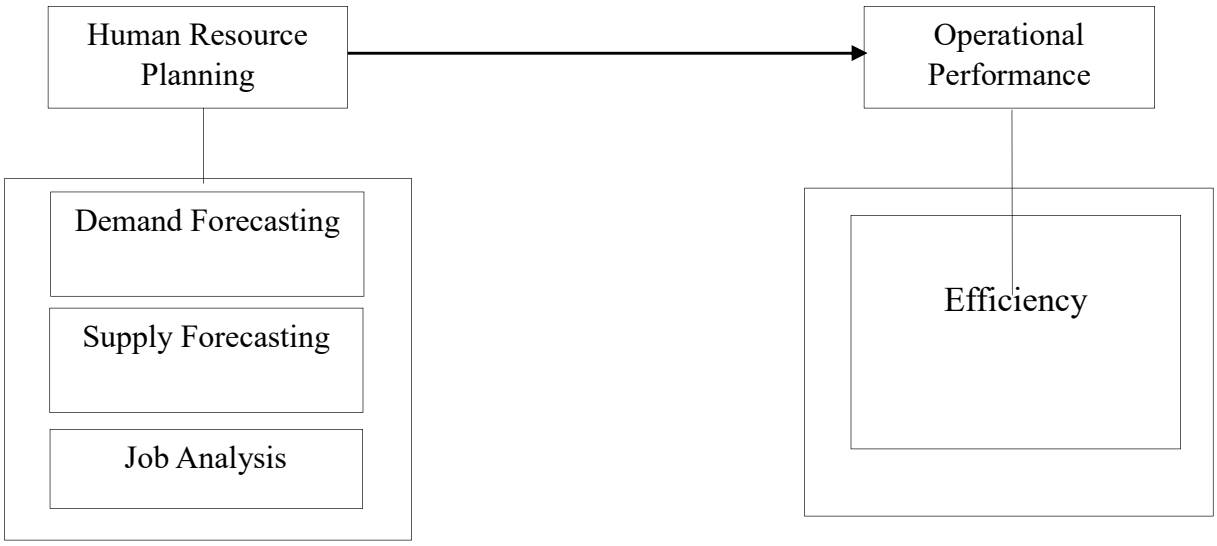

Figure 1.1: Conceptual Framework of the Relationship between Human Resource Planning and Operational Performance of Hospitality Industry in Port Harcourt

Source: Author's Research, 2024

2. LITERATURE REVIEW

2.1 Theoretical Framework

The study of the relationship between human resource planning and organizational performance is grounded in two prominent social theories: Resource-Based Theory (RBT) and Social Exchange Theory (SET). These theories have been extensively used as foundational frameworks in empirical studies examining human resource planning and organizational performance (Fleetwood &Hesketh, 2008).

2.1.1 Resource-Based Theory

The Resource-Based View (RBV) is a managerial framework that helps firms identify the strategic resources they can leverage to achieve sustainable competitive advantage. Initially proposed by Penrose (2009), RBV suggests that a firm's competitive advantage stems from its possession of valuable, rare, inimitable, and non-substitutable resources (Takeuchi, Lepak, Wang & Takeuchi, 2007). This theory emphasizes internal resources, particularly human resources, as critical to achieving strategic goals. Boxall (1998) posits that to generate human capital advantage, firms need to recruit and retain exceptional individuals. RBV underscores the importance of continuously evaluating human resources to ensure the right people with the right skills are in the right positions, thereby maintaining and enhancing the firm's competitive edge. This theoretical perspective is integral to this study as it highlights the necessity for organizations to develop and manage a valuable set of human resources uniquely to achieve success.

2.1.2 Social Exchange Theory

Social Exchange Theory (SET), developed by George Homans in 1958, is a sociological and psychological theory that examines social behavior through the lens of cost-benefit analysis in interactions between two parties. Homans' seminal work, "Social Behavior as Exchange" (1958), laid the foundation for this theory. SET posits that social relationships evolve over time into trusting, loyal, and mutual commitments, provided the parties adhere to certain 'rules' of exchange, often involving reciprocity (Armstrong, 2012).SET suggests that social exchanges involve tangible and intangible resources, with reciprocal actions expected to benefit both parties (Homans, 1958). The theory asserts that obligations in social exchanges are generated through a series of interactions, where each party offers something of value to the other. Gouldner (1960) and other scholars have further expanded on this idea, emphasizing the importance of fulfilling these obligations to maintain high-quality exchange relationships. In the context of organizational behavior, beneficial actions by the organization towards employees foster positive reciprocation (Settoon et al., 1996).This theory is relevant to this study as it provides a theoretical foundation to understand various business practices, including organization-stakeholder relationships and relationship marketing.

2.2 Concept of Human Resource Planning

Organizations must plan for future needs across various domains, including supplies, equipment, building capacity, financing, and human resources. Human resource planning (HRP) involves identifying staffing needs, forecasting available personnel, and determining necessary additions or replacements to maintain a workforce of the desired quantity and quality, aligned with organizational goals.HRP is the entry point of human resource management, encompassing the determination of human resource requirements, job analysis, recruitment, selection, and socialization (Mondy& Noe, 2016). It is also referred to as personnel planning, employment planning, or manpower planning. HRP ensures that the right people are in the right place at the right time, aiding the organization in achieving its strategic objectives.

Conyers and Hill (2014) describe planning as a continuous process involving decisions about the use of available resources to achieve future goals. Nyerere (2019) emphasizes that planning involves making choices among several desirable activities, as not everything can be done simultaneously. Izueke (2019) highlights the importance of detailed analysis in HRP to ensure that the organization has the right number of people with the necessary skills when needed.Walker (1980) defines HRP as analyzing an organization's human resource needs under changing conditions and developing the activities necessary to meet these needs. Similarly, Vetter (1967) views HRP as a process by which management transitions the organization from its current manpower position to a desired future state. Dessler (2001) adds that HRP involves planning and developing human resource programs, such as recruitment, performance appraisal, and training, to meet organizational needs.

Khadka (2009) asserts that HRP must align with the overall organizational strategy, evaluating human resource requirements in advance while considering organizational objectives, operational schedules, and demand fluctuations. Effective HRP reduces uncertainty, develops human resources, improves labor relations, and ensures the effective utilization of human resources.Harbison (1973) outlines the key activities in HRP: forecasting human resource requirements, inventorying present resources, anticipating future human resource problems, and

planning necessary programs for recruitment, training, and development. These activities ensure that future human resource needs are met efficiently and effectively.

2.2.1 Types of Human Resource Planning

Human Resource Planning (HRP) is a vital process that ensures organizations have the right people with the right skills in the right roles at the right time (Chrmps, 2023). There are three primary types of HRP, each with distinct focuses and objectives:

2.2.1.1 Strategic Human Resource Planning

Strategic Human Resource Planning involves analyzing the organization's long-term goals and developing workforce strategies to achieve these goals. This type of HRP ensures that workforce objectives align with the broader organizational objectives. Key activities in strategic HRP include identifying new roles and skill sets needed for the future, developing leadership and talent pipelines, implementing succession planning, planning for appropriate compensation and retirement benefits, and designing training and development programs for the current workforce.

2.2.1.2 Operational Human Resource Planning

Operational Human Resource Planning addresses the organization's day-to-day workforce needs and operational requirements. This involves analyzing the current workforce to determine staffing levels and skills requirements, and developing strategies to meet these needs. Operational HRP activities may include creating recruitment and selection strategies, developing training and development programs, and implementing performance management systems to ensure the workforce can meet immediate operational demands.

2.2.1.3 Succession Planning

Succession Planning ensures that the organization is prepared to fill critical positions when they become vacant. This type of HRP involves identifying key roles and individuals, assessing their potential and past performance, and developing strategies to prepare them for future roles(Samuel, 2024). Succession planning may include developing leadership and mentoring programs, providing training and development opportunities, and implementing knowledge transfer programs to ensure smooth transitions. By focusing on succession planning, organizations can maintain continuity and retain valuable institutional knowledge.Incorporating these three types of HRP into their overall human capital strategy allows organizations to ensure they have the right individuals in the right roles and that their workforce is aligned with business objectives.

3. METHODOLOGY

This study employed a cross-sectional survey research design. This approach was chosen to collect data from a wide range of participants and enable acceptable generalization of the findings. The cross-sectional survey design is commonly used in the natural sciences and focuses on developing questionnaires and testing hypotheses in a rigorous, scientific manner. It involves the use of quantitative techniques for data analysis.

The population for this study comprises the four-star hotels operating in Port Harcourt, Rivers State. According to the Rivers State Ministry of Commerce and Industry (2024), there are currently 62 four-star hotels in the Port Harcourt metropolis.To select the sample, a census sampling technique was used. This means that all 62 four-star hotels were included in the study. From each hotel, 4 functional players (senior staff) were selected, resulting in a total sample size of 248 participants (62 hotels x 4 employees per hotel).

Data was collected through a structured questionnaire administered to the selected senior staff of the four-star hotels. The questionnaire was designed to elicit information relevant to the research objectives and hypotheses.The data collected was analyzed using quantitative techniques. This included descriptive statistics (such as means, frequencies, and percentages) to summarize the characteristics of the sample, as well as inferential statistics (such as regression analysis) to test the hypotheses and draw conclusions about the relationships between the study variables.

4. RESULT AND DISCUSSIONS

The data collected in this study were analyzed using descriptive statistics, including means and standard deviations. A 5-point Likert scale was used to measure the responses, with the following scale: Very High Extent (VHE) - 5 points, High Extent (HE) - 4 points, Neutral (N) - 3 points, Low Extent (LE) - 2 points, and Very Low Extent (VLE) - 1 point.The interpretation of the mean scores is based on the categorization provided by Asawo (2019), where:
Mean scores between 1-2 are considered Low
Mean scores between 2.5-3.5 are considered Moderate
Mean scores between 3.5-4.5 are considered Great
Mean scores of 4.5 and above are considered Very Great.

4.1 Descriptive Statistics

Table 1: Response Rate for Demand Forecasting

S/N	ITEMS	VHE	HE	U	LE	VLE	SD	MEAN	STD
1	In my hotel, demand forecasting involves determining the numbers and kinds of personnel that an organization will need at some point in the future.	36	90	18	-	-		3.17	1.027
2	Forecasting manpower demand involves a practical level determination size of personnel and type of workers that company will require in the future.	36	100	16	18	12	-	4.06	1.221
3	Demand forecasting ensures that an organization has the optimum number of workers, who possess up-to-date knowledge and skills as required when required.	36	85	52	-	-	6	3.97	1.172
4	Failure to anticipate future manpower needs leads to last minute decision	36	140	-	-	6	5	4.19	1.418

Source: SPSS 26.1 Version Data Output, 2024.

making which is not always advisable for managers in organizations

Table 1 presents the response rates and frequencies for human resource planning, measured using a 4-item instrument on a 5-point Likert scale. The data show that the first and third items have mean scores of 3.17 and 3.97, respectively, indicating a moderate extent on the measurement scale. The second and fourth items have mean scores of 4.06 and 4.19, respectively, reflecting a high extent. All items have mean scores above the criterion mean of 2.50, indicating that respondents' responses fall within the great extent range. Therefore, it is strongly agreed that demand forecasting is a crucial aspect of human resource planning and operational performance for four-star hotels in Port Harcourt, Nigeria.

Table 2: Response Rate for Supply Forecasting

S/N	ITEMS	VHE	HE	U	LE	VLE	SD	MEAN	STD
1	Supply analysis covers areas like: existing number of people employed by occupation, skill and potential, source of supply from within the condition and effect of changing condition of work and absenteeism.	36	165	12	-	-	-	4.92	1.752
2	It determines the size and quality of present and potential human resources available from within and outside the organization to meet the future demand of human resources.	36	155	-	-	4	3	4.50	1.571
3	Supply forecast is the estimate of the number and kind of potential personnel that could be available to the organization.	36	135	24	-	6	-	4.60	1.452
4	Supply forecasts tend to rely heavily on organization-specific variables, such as turnover and retirement rates, transfers, and promotions.	36	120	-	18	-	10	4.0	1.142

Source: SPSS 26.1 Version Data Output, 2024.

Table 2 presents the response rates and frequencies for supply forecasting, measured using a 4-item instrument on a 5-point Likert scale. The data show mean scores of 4.92, 4.50, 4.60, and 4.0 for the four items, indicating a high level of agreement. All mean scores exceed the criterion mean of 2.50, suggesting that respondents strongly agree with the statements. This indicates that supply forecasting is a significant aspect of human resource planning and organizational performance in four-star hotels in Port Harcourt.

Table 3: Response Rate for Job Analysis

S/N	ITEMS	N	SA	A	U	D	SD	MEAN	STD
1	Job analysis is a family of procedures to identify the content of a job in terms of the activities it involves in addition to the attributes or requirements necessary to perform those activities	36	75	36	3	12	5	3.63	1.142
2	Job analysis provides information to organizations that helps them determine which employees are best fit for specific jobs.	36	95	-	21	20	-	3.78	1.097
3	Job analysis is crucial for first, helping individuals develop their careers, and also for helping organizations develop their employees in order to maximize talent.	36	105	12	-	4	10	3.64	1.088
4	Job analysis aids to prepare job descriptions and job specifications which in turn helps hire the right quality of workforce into an organization.	36	125	-	-	-	11	3.78	1.094

Source: SPSS 26.1 Version Data Output, 2024.

The data in Table 3 presents the response rates and frequency for a job analysis measure using a 4-item instrument scaled on a 5-point Likert scale. The mean scores for the four items were 3.63, 3.78, 3.64, and 3.78 respectively. Since all the mean scores exceeded the criterion mean of 2.50, this suggests the respondents generally rated the items in the moderate to high range of the scale.From this, we can conclude that the respondents strongly agreed that job analysis is an important dimension of human resource planning and organizational performance for four-star hotels in Port Harcourt. The high mean scores across all four items indicate job analysis is viewed as a key factor contributing to the effectiveness and success of human resource management practices in these hotels.

Table 4: Descriptive Statistics of Human Resource Planning

Descriptive Statistics											
	N	R	Mini	Max	Sum	Mean	Std.	Var	Skewness		Kurtosis	
Variable									Stat	Std. Error	Stat	Std. Error
Demand Forecasting	36	14	11	25	758	18.95	3.85	7.536	-.078	.374	1.179	.733
Supply Forecasting	36	17	8	25	761	19.03	4.51	12.948	-.494	.374	.880	.733
Job Analysis	36	16	9	25	757	18.92	3.71	11.046	-.791	.374	1.776	.733

Source: SPSS 26.1 Version Data Output, 2024.

The results presented in Table 4 summarize the descriptive statistics for the study variables, including the mean, standard deviation, variance, and skewness.The analysis shows that the mean scores for all the variables fall within acceptable ranges, indicating the measures used in the study were appropriate

and meaningful. Additionally, the corresponding standard deviations, variances, skewness, and kurtosis values for each variable also align with standard statistical guidelines.This suggests the data exhibits desirable distributional properties and meets the assumptions required for further statistical analyses. The consistency across the descriptive statistics provides confidence in the reliability and validity of the measures used to capture the key study variables.

4.2 Efficiency as a Measure of Operational Performance

Table 5: Response Rate for Efficiency

S/N	ITEMS	N	SA	A	U	D	SD	MEAN	STD
1	Organizational efficiency examines how to increase the output an organization can achieve, using a specific amount of resources.	36	85	52	-	-	6	3.97	1.172
2	Efficient companies make the most of their resources, transforming labor, materials and capital into products and services that create profit for the company.	36	140	-	-	6	5	4.19	1.418
3	Employee efficiency can lead to greater organizational performance.	36	135	24	-	6	-	4.60	1.452
4	Organizational efficiency examines how to increase the output an organization can achieve, using a specific amount of resources.	36	75	36	3	12	5	3.63	1.142

Source: SPSS 26.1 Version Data Output, 2024.

The data in Table 5 presents the response rates and frequency for a 4-item measure of product quality, scaled on a 5-point Likert scale.The mean scores for the first and fourth items were 3.97 and 3.63 respectively, indicating respondents rated these items in the moderate range of the scale. In contrast, the second and third items had mean scores of 4.19 and 4.60, which fall in the high/great extent range of the scale.Importantly, all four item means exceeded the criterion mean of 2.50, suggesting the respondents generally viewed product quality as an important factor.

Based on these results, we can conclude that the respondents strongly agreed that product quality is a strong measure of operational performance, and is closely tied to the human resource planning practices of four-star hotels in Port Harcourt. The higher mean scores on the majority of items demonstrate product quality is perceived as a key driver of operational effectiveness within these hotel operations.

Table 6: Descriptive Statistics of Operational Performance

Descriptive Statistics

Variable	N	R	Mini	Max	Sum	Mean	Std.	Var	Skewness		Kurtosis	
									Stat	Std. Error	Stat	Std. Error
Efficiency	36	125	7	124	571	15.04	4.10	14.521	-.241	.284	.740	.923

Source: SPSS 26.1 Version Data Output, 2024.

Table 6 provides a summary of the descriptive statistics for the study variables, including the mean, standard deviation, variance, and skewness.The analysis reveals that the mean scores for all the variables fall within acceptable ranges. This suggests the measures used to capture the key study constructs were appropriate and meaningful.Furthermore, the corresponding standard deviations, variances, skewness, and kurtosis values for each variable also align with standard statistical guidelines. This indicates the data exhibits desirable distributional properties and meets the assumptions required for further statistical analyses.The consistency across the descriptive statistics provides confidence in the reliability and validity of the measures employed to quantify the study variables. This lays a solid foundation for the subsequent interpretation and analysis of the research findings.

4.3 Bivariate Analysis

This section was designed to analyze the relationship between the predictor and criterion variables in the study. To achieve this, a bivariate analysis was conducted using the Pearson Product-Moment Correlation Coefficient (PPMCC) statistical tool.The PPMCC analysis was carried out at a 95% confidence interval to determine the direction and magnitude of the relationships between the predictor and criterion variables. A 0.05 level of significance was adopted as the criterion for evaluating the probability of a relationship existing or not. Specifically, a p-value greater than 0.05 ($p > 0.05$) would indicate no statistically significant relationship, while a p-value less than 0.05 ($p < 0.05$) would suggest a significant relationship.The tables below present the degree of relationship associated with the variables in the study. This information will allow for a deeper understanding of the strengths and directions of the correlations between the key constructs examined in the research.

Table 7: Parameter for Interpreting Correlation Coefficients

Correlation coefficients	Appropriate interpretation
+.70 to 1.0	Very strong positive relationship
+.50 to +.69	Substantial positive relationship
+.30 to +.49	Moderate positive relationship
+.10 to +.29	Low positive relationship
00	No relationship
-.01 to -.09	Negligible negative relationship
-.10 to -.29	Low negative relationship
-.30 to -.49	Moderate negative relationship
-.50 to -.69	Substantial negative relationship
?-.70 to -1.00	Very strong negative relationship

Source: Researcher's Desk, 2024

Table 8: Relationship Between Demand Forecasting and Efficiency of Four-Star Hotels in Port Harcourt

		Demand Forecasting	Efficiency
Demand Forecasting	Pearson Correlation	1	.775**
	Sig. (2-tailed)		.000
	N	36	36
Efficiency	Pearson Correlation	.775**	1
	Sig. (2-tailed)	.000	
	N	36	36

Source: SPSS 26.1 Version Data Output, 2024.

The results from Table 8 show a very strong positive and statistically significant relationship between demand forecasting and the efficiency of four-star hotels in Port Harcourt, Nigeria. The Pearson correlation coefficient (r) is 0.775, which indicates a very strong positive correlation. The p-value of 0.000 is less than the significance level of 0.05, suggesting the correlation is statistically significant.This implies that as demand forecasting practices are improved and maintained by the four-star hotels, there is a corresponding very strong positive increase in their overall efficiency.

Table 9: Relationship Between Supply Forecasting and Efficiency of Four-Star Hotels in Port Harcourt

		Supply Forecasting	Efficiency
Supply Forecasting	Pearson Correlation	1	.705**
	Sig. (2-tailed)		.000
	N	36	36
Efficiency	Pearson Correlation	.705**	1
	Sig. (2-tailed)	.000	
	N	36	36

Source: SPSS 26.1 Version Data Output, 2024.

The results from Table 9 indicate a very strong positive and statistically significant relationship between supply forecasting and the efficiency of four-star hotels in Port Harcourt. The Pearson correlation coefficient (r) is 0.705, which represents a very strong positive correlation. The p-value of 0.000 is less than the significance level of 0.05, confirming the statistical significance of the relationship.These findings suggest that when four-star hotels in Port Harcourt effectively implement and maintain supply forecasting practices, there is a corresponding very strong positive increase in their overall efficiency.

Table 10: Relationship Between Job Analysis and Efficiency of Four-Star Hotels in Port Hacourt State, Nigeria

		Job Analysis	Efficiency
Job Analysis	Pearson Correlation	1	.705**
	Sig. (2-tailed)		.000
	N	36	36
Efficiency	Pearson Correlation	.705**	1
	Sig. (2-tailed)	.000	
	N	36	36

Source: SPSS 26.1 Version Data Output, 2024.

The results from Table 10 show a very strong positive and statistically significant relationship between job analysis and the efficiency of four-star hotels in Port Harcourt, Nigeria. The Pearson correlation coefficient (r) is 0.705, indicating a very strong positive correlation. The p-value of 0.000 is less than the significance level of 0.05, confirming the statistical significance of the relationship.These findings suggest that when four-star hotels in Port Harcourt, Nigeria, conduct thorough job analysis, there is a corresponding very strong positive increase in their overall efficiency.

4.5Multivariate Analyses

The analyses were carried out using multiple regression analyses techniques at a (95%) level of confidence interval.

Table 11: Relationship Amongst Study Variables

		Demand Forecasting	Supply Forecasting	Job Analysis	Efficiency
Demand Forecasting	Pearson Correlation	1	.755*	.384*	.512**
	Sig. (2-tailed)		.000	.000	.000
	N	36	36	36	36
Supply Forecasting	Pearson Correlation	.755*	1	1	.442**
	Sig. (2-tailed)	.000			.000
	N	36	36	36	36
Job Analysis	Pearson Correlation	.705	.442**	.442**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	36	36	36	36
Efficiency	Pearson Correlation	.295	.782**	.442**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	36	36	36	36

*. Correlation is significant at the 0.05 level (2-tailed).

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

These findings suggest that the key variables in the study are closely related and have significant interdependencies. Specifically:Demand forecasting, supply forecasting, and job analysis are all positively and significantly correlated with each other, indicating that improvements in one area may lead to improvements in the others.Demand forecasting, supply forecasting, and job analysis all have positive and significant correlations with the efficiency of the four-star hotels, suggesting that these organizational practices and capabilities are crucial determinants of overall hotel efficiency.The strong and significant relationships observed among the variables provide empirical support for the importance of effectively managing demand forecasting, supply forecasting, and job analysis in order to enhance the efficiency of four-star hotels in the study context.

5. CONCLUSIONS

The analysis of the data collected indicates that demand forecasting, supply forecasting, and job analysis are critical dimensions of human resource planning that significantly influence the operational efficiency of four-star hotels in Port Harcourt, Nigeria. The high mean scores across all the measured items suggest that these hotels effectively utilize these HR practices. The strong positive correlations between these practices and organizational efficiency demonstrate their importance in achieving optimal performance. Based on this the study recommends as follows:

1. **Enhance Demand Forecasting Practices**: Four-star hotels should continue to invest in and refine their demand forecasting methods to ensure they accurately predict future personnel needs. This will help in maintaining a balanced and skilled workforce that meets operational demands.
2. **Strengthen Supply Forecasting**: Implementing robust supply forecasting strategies will enable these hotels to better assess and prepare for future workforce requirements, ensuring they have the right number and quality of staff available at all times.
3. **Improve Job Analysis Procedures**: Regular and comprehensive job analysis should be conducted to align employee roles with organizational needs. This will help in identifying skill gaps and ensuring employees are well-suited to their positions, thus enhancing overall efficiency.
4. **Continuous Training and Development**: Investing in continuous training and development programs will ensure that employees' skills and knowledge remain up-to-date, contributing to better job performance and organizational efficiency.
5. **Utilize Advanced Analytical Tools**: Adoption of advanced analytical tools and software for HR planning can provide more accurate forecasts and insights, aiding in better decision-making and strategic planning.

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