



## IMPACT OF PLANNING ON ORGANIZATIONAL PRODUCTIVITY IN PRIVATE SECTOR: A STUDY OF PZ CUSSENS PLC AND TONIMAS NIGERIA LIMITED ABA, ABIA STATE

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### ***Abstract***

This paper examined impact of planning on organizational productivity in Nigeria, using PZ Cussons Plc and Tonimas Nigeria Ltd Aba, Abia State as the focal point. It sets out to

### **Keywords:**

Planning, Strategic, Operational, Contingency, Organizational Productivity.

### **INTRODUCTION**

PZ was formed by George Zochonis and George Paterson as a commodity trading business in the Sierra Leone Colony and Protectorate under the name Paterson Zochonis (PZ) in 1884. It expanded its operations into Nigeria before the end of the nineteenth century. In 1948 PZ took over the Nigerian soap manufacturing companies, and this proved to be a landmark in the company's history, as soap was to become a major part of its trade (Odikaonye, 2016). The PZ Cussons' main brand is the Imperial Leather range of soaps, bath, shower and cosmetic products. PZ Cussons operates joint venture Electrical Superstores, Hair Thermocool, in Lagos, Nigeria and also operates in Ghana. The largest single market for PZ Cussons is Nigeria (Ikenga, 2019). Tonimas Nigeria Limited was incorporated in 1982, and is involved in

probe the ability of the management to occasion good planning through strategic, operational and contingency planning techniques to enhance the productivity of the PZ Cussons Plc and Tonimas Nigeria Ltd Aba, Abia State. Survey research design was adopted for the study. The PZ Cussons has 172 staff and Tonimas has 103 staff making a total of 275 population. Total sample size of 163 respondents, were randomly selected out of 275 staff (Directors and Staff) in PZ Cussons Plc and Tonimas Nigeria Ltd

Aba, Abia State. A questionnaire titled Planning and Organizational Productivity Survey Questionnaire (POPSQ), structured in a likert format was administered for data collection and was complemented with interviews and secondary data. The data collected was analyzed using frequency counts and percentages. The study was anchored on Path Goal Theory. The hypotheses were tested using Pearson Product Moment Correlation Coefficient Statistics. It

was found that the degree of management through strategic, operational and contingency planning technique was commendable therefore, had positive effect on the productivity of the companies. It was recommended that the companies' management team should continue to prioritize planning through strategic, operational and contingency planning techniques for more enhanced productivity in the companies.

The marketing and the distribution of refined petroleum products throughout the country. They are also involved in the manufacturing and marketing of high quality lubricants. Tonimas business group also includes: Aluminium Roofing sheet and Nails production plant, Tonimas Drinking Water, a 'Haulage and Shipping Line' and the prestigious White Castle Hotels. The company has undertaken extensive research in different areas, which have paid off through the creation of dynamic product lines in Nigeria. Its products are now household names, bearing in mind the consistent pursuits of high quality standards which have continually applied in all their product lines and brands, in order to offer the best quality to their customers. With vast operation and numerous branches, the company strives to discover new ways to provide quality products at affordable prices for the continuous benefit of their customers, strategic and tactical planning. Tonimas Nigeria Ltd is headquartered in Aba, Abia State in the South-Eastern region of Nigeria. In this complex, over a hundred staff of multi-ethnic origins oversees the operations of the various business lines and their staff located in their numerous branches all over the country (Ejimofo, 2020).

Planning is the function of management that involves setting objectives and determining a course of action for achieving those objectives. It requires that managers be aware of environmental conditions facing their organization and forecast future conditions. Planning is one of the executive functions of the brain,

encompassing the neurological processes involved in the formulation, evaluation and selection of a sequence of thoughts and actions to achieve a desired goal (Ezeonye, 2017). Over the years, business organizations in Nigeria seem not to have demonstrated enough and effective strategic, operational and contingency planning in their individual lines of businesses. One of the most result-oriented ways to achieve target is through planning; hence this work focused on planning and organizational productivity of PZ Cussons Plc and Tonimas Nigeria Limited, Aba Abia State.

### **Statement of the Problem**

There has been general resistance to investment in planning and development in organizations today. Planning though accepted as a vital part of any managerial function is still carried out in an ad-hoc way which wastes a considerable proportion of money without identifying the need for such exercise. Many companies including PZ Cussons Nigeria Plc and Tonimas Nigeria Limited do not regard planning as a professional activity. Not only that, organizational leadership in some cases do not effectively encourage strategic, operational and contingency planning. Studies such as Chukwu (2014) and Dike (2019) have affirmed that companies want to develop, but refused to plan for it. Another challenge is lack of organizational code of conduct or ethic which is to guide all aspects of the planning.

When there is no organizational strategic, operational and contingency planning programmes, such project or task will be neglected which normally affects the organizational productivity. Code of conduct or ethic directs the organizational management on the planning needs. Again, most organizations neglect planning and development because of poor financial resources to use for the planning programmes. The above challenges necessitated this work - planning and organizational productivity in Nigeria; comparative study of PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State.

### **Objectives of the Study**

The broad objective of this study is to examine the impact of planning on the organizational productivity in PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State. Specifically, the objectives include:

1. To examine the impact of strategic planning on the productivity of PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State.
2. To find out the impact of operational planning on the productivity of PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State.
3. To investigate the need for Contingency Planning as it affects productivity of PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State.

### **Research Questions**

The following research questions were formulated for the study.

1. What are the impacts of strategic planning on the productivity of PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State?

2. What are the impacts of operational planning on the productivity of PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State?
3. What are the needs for Contingency Planning as it affects the productivity of PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State?

### Research Hypotheses

The following research hypotheses guided the study.

**Ho1:** The strategic planning has not significantly improved the productivity of PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State.

**Ho2:** There is no significant positive impact of operational planning on the productivity of PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State.

**Ho3:** There is no need for Contingency Planning as it affects the productivity of PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State.

### Review of Related Literature

#### Concept of Planning

Planning is the function of management which involves setting objectives and determining a course of action for achieving the objectives. It requires that managers be aware of environmental conditions facing their organization and forecast future conditions (Atugo, 2017). Nwachukwu (2015) on his part sees planning as the process of thinking regarding the activities required to achieve a desired goal. For him, planning is based on foresight, the fundamental capacity for mental time travel. Some researchers regard the evolution of forethought - the capacity to think ahead - as a prime mover in human evolution. This could have inspired Azuzu (2021) to posit that planning is a fundamental property of intelligent behavior, noting that it involves the use of logic and imagination to visualize not only a desired result, but the steps necessary to achieve that result. According to him, an important aspect of planning is its relationship to forecasting. Forecasting aims to predict what the future will look like, while planning imagines what the future could look like. Planning according to established principles - most notably since early 20th century, forms a core part of many professional occupations, particularly in fields such as management and business. Once people have developed a plan, they can measure and assess progress, efficiency and effectiveness. As circumstances change, plans may need to be modified or even abandoned (Dike, 2019).

Onuoha (2018) points out that planning is one of the executive functions of the brain, encompassing the neurological processes involved in the formulation, evaluation and selection of a sequence of thoughts and actions to achieve a desired goal. Various studies utilizing a combination of neuropsychological and functional approaches have suggested there is a negative relationship between impaired and effective planning ability. Planning is an essential part of every business, whether that is in the form of laying out a strategic framework, or making contingency plans for

emergencies. Organizations that are not well-planned may be faced with serious consequences (Nwachukwu, 2015).

### **Concept of Strategic Planning in Business Organization**

Strategic planning looks at the long-term issues of the organization, and helps to develop a plan for growth or change of business function. Goals developed at the strategic planning-level are often increased by dividing them into tactical and operational levels. Strategic planning is a management process for defining a company's long-term vision, direction and actions (Atugo, 2017). In the view of Dike (2019), strategic planning is a tactic to figure out what potential business opportunities exist for the company, pointing out that it helps to align different initiatives, and get people focused on a single goal. For him, it is an organizational process that involves defining the current situation, setting goals for and finding a way to bridge the gap between the two. A good example of strategic planning according to him is when an organization wants to expand their business globally just the way PZ Cussons Plc did in 1948. They will first need to define their current situation which might include mapping out all their resources, setting goals for what they want to achieve, and assessing how much resources are available in various regions. Once they have all this information, they can then create a map of where they want to expand and what steps need to be taken in order for them to get there (Edward, 2015).

Tactics are smaller, more specific plans that make up the overall strategic plan. It is what will be done to achieve the overarching strategy (Etigbuo, 2014). Tactical plans are made up of operational plans, which are the individual tasks that must be completed in order to achieve a tactical goal. Izuchukwu (2019) observes that the way in which operational plans relate to tactical goals is very important because operational plans help complete tactical goals, which ultimately complete the strategic goals - not just for one project, but for the success of the entire organization. He maintains that tactical planning is used to reach the goals set out by strategic and operational planning. In this position, Ikenga (2019) argues that tactical planning includes short-term objectives and tasks designed to create specific results within a limited time span, noting that tactical plans often include operational level plans, and make way for the development of contingency level plans. Writing on the same subject matter, but in a different perspective, Onyema (2021) advocates that tactical planning is the practice of prioritizing tasks and delegating them to team members in a way that will get the task accomplished. For him, it means figuring out what needs to be done in order to achieve a goal; which team member can do it, and when can they get it done? The tactical planning process begins with a strategic plan. The strategic plan establishes the goals for an organization or business unit. These goals are then translated into tactical plans by identifying the processes and the necessary tasks required to achieve the goals. Tactical plans are assigned to individual team members who prioritize their tasks, in order for these tasks to be completed in the

most effective manner. An important part of tactical planning is delegating tasks (Azuzu, 2021).

### **Concept of Operation Planning in Business Organization**

Operation planning focuses on day-to-day issues, such as staffing levels or inventory quantities. Operational-level planning includes more detailed objectives with concrete deadlines and task assignments. It is the result of a team or department working to execute a strategic plan. Operational planning is a future-oriented process that maps out department goals, capabilities, and budgets to promote the success of team-based activities designed to support the strategic plan (Onyeka, 2008). According to Iroabuchi (2011), operational business plans are most effective when there is understanding from the entire team or department, ensuring issues are reported, goals identified, timelines get delivered and business collaboration is more effective. He argues that when there is communication across finance, the business exists, and operational plans work even more efficiently to ensure that the organization reaches its goals. According to him, an example of operational planning would be a manufacturer creating a plan to increase revenue by 30%. Finance partners with sales, the marketing team, operations and other key business areas to align on the strategies needed to support revenue growth and achieve business goals together. Example of another operational planning could be to introduce a brand or new product in firms. Thus, the management of the organization needs to leverage and expand existing capabilities, harness new tools, and create a roadmap for doing so (Igwe, 2022).

Operational planning creates a detailed roadmap based on a strategic plan. The operational plan aligns timelines, action items and key milestones the business needs to execute on the strategic plan. An operational plan outlines the organization's key objectives and clarifies how the organization will achieve them (Edward, 2015). During the operational planning process, finance or the business responsibilities are described in detail based on the timeline for the operational plan. The timeframe should depend on typical organizational velocity; creating an annual operational plan is a fluid, changing process, so keeping clarity and collaboration is vital for success. A well-conceived business operational plan keeps team members collaborating smoothly, ensures everyone knows what needs to be done and what their part in it is, and guides critical decisions about long-term strategy (Onuoha, 2018).

### **Contingency Planning in Business Organization**

Contingency-level planning includes more detailed action items with specified responses in case of unexpected events or emergencies, such as natural disasters or extreme weather events that disrupt business operations. That could be why Bameyi (2016) advocates that a contingency plan is a course of action designed to help an organization respond effectively to a significant future incident, event or situation that may or may not happen. He points out that a contingency plan is sometimes



referred to as "Plan B or a backup plan" because it can also be used as an alternative action if expected results fail to materialize. Contingency planning is a component of Business Continuity (BC), Disaster Recovery (DR) and Risk Management (RM) (Atugo, 2017).

According to Onyema (2021), contingency planning and DR plan development are closely related concepts. For him, over the years, the contingency planning process has been connected to other types of business-readiness plans based on standards developed around the world. He points out that these standards address issues related to Incident Response (IR), cyber security, continuity of operations, critical infrastructure, crisis communications, emergency response, natural disaster response and organizational resilience. Organizational resilience has evolved over the past couple decades, and some experts view it as an umbrella term for contingency plans and the other plan types discussed here.

A contingency plan focuses on one specific part of an organization's operations. For example, it can be the measures taken to back up all critical data. Another example would be "work-from-home" provisions put in place by PZ Cussons Plc and Tonimas Nigeria Limited in Aba, Abia State through the commission during the COVID-19 pandemic, demonstrated to many organizations the importance of having comprehensive contingency plans in place across an organization prior to an unplanned event. Companies with adequate plans were able to react faster when the pandemic started to escalate (Obiozor, 2022).

### **Organizational Productivity**

A productive organization is a proficient organization. Organizational productivity is the organization's ability to implement its plans using the smallest possible expenditure of resources (Kajogbola, 2014). It is an important factor in the firm's organizational effectiveness, this being the degree of success with which the organization is able to accomplish its aims. Organizational productivity is all about figuring out how you can be more effective by using fewer resources, as well as less time and less money, to achieve the same goal. Organizational productivity is time-based, effort-based, and measurable. According to Tonkova, Petrov & Hristova (2019), organizational productivity measures the relationship between organizational inputs (resources) and outputs (goods and services provided). In simple terms, the more output we can achieve with a given amount of inputs or resources, the more efficient we are. Basically, organizational proficiency can be defined as doing any administrative task with great potency and expertise (Iroabuchi, 2011).

It can be understood as achieving goals with optimum utilization of resources without any wastage; using a few resources which result in maximum output. This is considered organizational proficiency or productivity. These include monetary, human, natural resources, organic, raw materials, etc. Resources are inlets in the procedure of conversion and transformation (Carter & Jones-Evan, 2000; Gebreeyesus, 2007). The chief efficiency objective is to utilize minor resources to

obtain apex outputs amid the transformation process. In organization, productivity can be achieved by appropriately utilizing natural and artificial resources and distributing fine-quality products and services. Focusing effectively on planning will help attain organizational productivity. Keeping the customers' trending requirements in mind also enhances the organization's productivity. In simple terms, organizational proficiency examines how to increase the output an organization can achieve, using a specific amount of resources (Adeola, 2020).

The more output delivered using the same resources, the more efficient the organization is. Any discussion of organizational proficiency begs the question, what is the difference between efficiency, productivity and effectiveness. For companies looking at how to improve efficiency, there are several ways to examine efficiency so you can drive change. The extent of organizational effectiveness determines the extent of proficiency therein. An effective organization is a proficient/productive organization. Almazmomi (2018) defined organizational effectiveness as a measure of how successfully organizations are achieving their missions and advancing their visions through core strategies. García-Álvarez (2015) defines effectiveness as the ability of an organization or a business to achieve its objectives. Proficiency requires that human resources and organizational development combine optimally for the realization of the desired business outcome.

### **Empirical Studies**

Some studies have been done in related areas of this work. They were summarized thus:

Makoji (2020) examined the effect of planning on Nigeria polytechnics, using selected states owned polytechnics in South-West Nigeria. Survey research design was used and questionnaire served as the instrument of data collection. The data collected were presented in tables and analyzed using simple percentage and the hypotheses tested using Pearson Correlation Statistics. The findings revealed that poor planning strategies in Nigeria polytechnics. The study recommends for improved planning strategy in institutions to enhance performance.

Olawoye (2019) determined the impact of planning strategy on performance of firms in Lagos. The work used commercial research centers. It used survey and collected data through telephone interview. Methods of statistical analyses include mean, standard deviation, and Pooled, Random and Fixed regression models. The results of analysis indicated that good planning enhances performance of research firms. It recommends for improved staff planning strategy in Nigeria firms.

Gunu (2017) focused on influence of operational planning on employee productivity in pharmaceutical companies based in Ilorin, Nigeria. The research employed questionnaire to collect data from respondents. Two research hypotheses were formulated and tested. The data used were primary data. Convenience sampling was used to select samples. Data were analyzed by the use of Pearson's chi square technique ( $X^2$ ). The study indicated that 56.00% of the respondents had between 1 - 3



years experience as sales representatives. 46.00% of the respondents indicated that salary alone influenced their performance. The hypotheses indicated that there is no significant relationship between demographic variables with performance except experience of respondents which significantly influenced performance. There was a significant relationship between operational planning and performance.

Chukwu and Enudu (2018) investigated the impact of contingency planning on consumer buying behavior on consumable products using Tummy Tommy Instant Noodles in Nigeria. A survey was used for this purpose. The data collected from the questionnaire instrument were analyzed using percentages and Multiple Regression. The research findings show that a significant and positive relationship lies between the contingency planning and consumer buying behavior on consumable products in Nigeria. The study recommends that business organizations should prioritize planning as an instrument of development.

Janoskova (2019) focused on planning as an important competitive advantage of companies in cement producing firms in India. Survey through questionnaire was used. It used a population of 349 staff in two selected cement firms. The sample is 234. The data collected were analyzed using simple percentage and Pearson product moment correlation coefficient. It discovered that companies can achieve competitive advantages through the effectiveness of planning. The paper therefore recommends that business organizations should accord necessary attention to planning.

### **Theoretical Framework**

This work is anchored on structural functional theory as the framework of analysis. The theory was developed by Gabriel Almond in 1953. Historically, the theory originates from General System Theory (GST) which was propounded by Ludwing Von Bertalanffy in the 1940's and popularized by David Eastern in 1950s. That is why Dike (2019) states that the structural functional framework of analysis is an aspect of general system theory. It is employed in the study of organization, social sciences and other relevant social phenomenon. Basically, this theory as a framework of analysis focuses attention on two primary issues; "functions" and "structure". Structural functionalism as is simply called raises two analytical questions, namely:

- i. What function are prerequisite and which must be performed in order to ensure the survival and maintenance of the system or organization?
- ii. What structures are needed to ensure the proper and adequate performances of such functions?

This work is situated within the structural functional theory because the effectiveness of PZ Cussons and Tonimas to perform their functions and achieve their business goals depends on the extent to which the organization enhances strategic, operational and contingency planning. The structure (the companies) can perform their functions well when there is good leadership/management, finance, and code of ethics. Such functions include human resource planning and many more. Therefore,

the achievement of high productivity depends on the extent to which there is effective strategic, operational and contingency planning; active committed leadership; improved funding of different types of planning as well as adherence to ethical rules. It is only when the management of the companies performs its function very well, the companies' plans are well funded, and there is adherence to ethics that expected productivity could be achieved. Organizations (like PZ Cusson and Tonimas) were established to achieve business objectives, especially productivity and other aspects of performance. Such objectives of the companies cannot be achieved without effective planning; hence the use of this theory.

### Methods

The study adopted a survey research design. The population of the study comprised all the employees of the PZ Cussons Plc and Tonimas Ltd Aba, Abia State. The PZ Cussons has 172 staff and Tonimas has 103 staff making a total of 275 population. Total sample size of 163 respondents, were randomly selected out of 275 staff (Directors and Staff) in PZ Cussons Plc and Tonimas Nigeria Ltd Aba, Abia State. A questionnaire titled Planning and Organizational Productivity Survey Questionnaire (POPSQ), structured in a likert format was administered for data collection and was complemented with interviews and secondary data. In order to ascertain the validity of the instrument for the study, the researchers ensured that the questionnaire covered the research questions of the study and was given to experts for scrutiny. This was pilot tested and a reliability coefficient of 0.80 was obtained. The data was collected and analyzed using frequency counts and mean. However, the hypotheses were tested using Pearson Product Moment Correlation Coefficient Statistics. The decision rule for interpretation of the results of the data analysis was that of mean score of 2.5 and above, which was regarded as agreed/ accepted while, below 2.5 was disagreed/ rejected.

### Results

**Research Question 1: What are the impacts of strategic planning on the productivity of PZ Cussons Plc and Tonimas Nigeria Limited, Aba Abia State?**

**Table 1: Mean Response on the impacts of strategic planning and the productivity of PZ Cussons Plc and Tonimas Nigeria Limited.**  
N = 150

S/N	ITEMS	SA	A	D	SD	FX	Mean	Decision
1.	Strategic planning reduces inefficiency in the business organizations.	51 204	40 120	33 66	26 26	416	2.77	Agreed
2.	Strategic planning helps to develop the business organizations	50 200	41 123	38 76	21 21	420	2.80	Agreed

<b>3.</b>	Strategic planning cannot inject positive changes in the business organizations.	25	34	38	53	331	2.21	Disagreed
		100	102	76	53			
<b>4.</b>	Strategic planning helps to increase proficiency in the business organizations.	49	42	35	24	416	2.77	Agreed
		196	126	70	24			
<b>Total</b>	<b>Grand Mean</b>						<b>2.64</b>	

From the above table, it was discovered in item 1 that 51 of the respondents strongly agreed that the strategic planning reduced inefficiency in the business organizations, 40 agreed, 33 disagreed while 9 of the respondents strongly disagreed. Again, the result in the above table shows that the calculated mean score of the distribution is 2.64. Since the calculated mean score is above the cut-off point 2.50, we accept that the strategic planning reduces inefficiency in the business organizations. The implication is that, majority of the respondents believe that the strategic planning reduces inefficiency in the business organizations. In item 2, it could be seen that 50 of the respondents strongly agreed that the strategic planning helped to develop business organization, 41 agreed, 38 disagreed while 21 of the respondents strongly disagreed. Thus, the result in the above table shows that the calculated mean score of the distribution is 2.80. Since the calculated mean score is above the cut-off point 2.50, we accept that the Strategic planning helps to develop the business organizations. This implies that majority of the respondents believe that the strategic planning helps to develop the business organizations.

In item 3, the data analysis shows that 25 of the respondents strongly agreed that the strategic planning cannot inject positive changes in the business organizations, 34 agreed, 38 disagreed while 53 of the respondents strongly disagreed. Furthermore, the result in the above table shows that the calculated mean score of the distribution is 2.21. Since the calculated mean score is below the cut-off point 2.50, we accept that the strategic planning can inject positive changes in the business organizations. The implication is that, majority of the respondents believe that the Strategic planning can inject positive changes in the business organizations. In item 4, the data analysis shows that 49 of the respondents strongly agreed that the strategic planning helped to increase proficiency in the business organizations, 42 agreed, 35 disagreed while 24 of the respondents strongly disagreed. Again, the result in the above table shows that the calculated mean score of the distribution is 2.77. Since the calculated mean score is below the cut-off point 2.50, we accept that the Strategic planning helps to increase proficiency in the business organizations. This implies that majority of the respondents believe that the Strategic planning helps to increase proficiency in the business organizations.

**Research Question 2: What are the impacts of operational planning on the productivity of PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State?**

**Table 2: Mean Response on the impacts of operational planning and the productivity of PZ Cussons Plc and Tonimas Nigeria Limited.**

**N = 150**

S/N	ITEMS	SA	A	D	SD	FX	Mean	Decision
5.	Operational planning focuses on day-to-day issues in the organizations.	60 240	41 123	30 60	19 19	442	2.95	Agreed
6.	Good operation planning gives rise to proficiency in the organization.	63 252	38 114	34 68	15 15	449	2.99	Agreed
7.	Operational planning introduces new lines of product in organizations.	58 232	43 129	36 72	13 13	446	2.97	Agreed
8.	Operation planning expands the existing capacities, harness new tools and create a roadmap for success.	56 224	45 135	38 76	11 11	446	2.97	Agreed
Total	<b>Grand Mean</b>						<b>2.59</b>	

From the above table, it was discovered in item 5 that 60 of the respondents strongly agreed that the operational planning focuses on day-to-day issues in the organizations, 41 agreed, 30 disagreed while, 19 of the respondents strongly disagreed. Again, the result in the above table shows that the calculated mean score of the distribution is 2.95. Since the calculated mean score is above the cut-off point 2.50, we accept that the operational planning focused on day-to-day issues in the organizations. The implication is that, majority of the respondents believe that the operational planning focuses on day-to-day issues in the organizations. In item 6, it could be seen that 63 of the respondents strongly agreed that good operation planning gives rise to proficiency in the organizations, 38 agreed, 34 disagreed while 15 of the respondents strongly disagreed. Again, the result in the above table shows that the calculated mean score of the distribution is 2.57. Since the calculated mean score is above the cut-off point 2.50, we accept that good operation planning gives rise to proficiency in the organization. The implication is that, majority of the respondents believe that good operation planning gives rise to proficiency in the organization.

In item 7, the data analysis shows that 58 of the respondents strongly agreed that operational planning introduced new lines of product in organizations, 43 agreed, 36 disagreed while 13 of the respondents strongly disagreed. Again, the result in the above table shows that the calculated mean score of the distribution is 2.97. Since the calculated mean score is below the cut-off point 2.50, we accept that operational planning introduces new lines of product in organization. The implication is that,

majority of the respondents believe that operational planning introduces new lines of product in their organizations. In item 8, the data analysis shows that 56 of the respondents strongly agreed that the operation planning expands the existing capacities, harness new tools and create a roadmap for success, 45 agreed, 38 disagreed while, 11 of the respondents strongly disagreed. Again, the result shows that the calculated mean score of the distribution is 2.78. Since the calculated mean score is above the cut-off point 2.50, we accept that the operation planning expands the existing capacities, harness new tools and create a roadmap for success. The implication is that, majority of the respondents believe that the operation planning expands the existing capacities, harness new tools and create a roadmap for success.

**Research Question 3: What are the needs for Contingency Planning as it affects the productivity of PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State?**

**Table 4.3: Mean Response on the needs for Contingency Planning and the productivity of PZ Cussons Plc and Tonimas Nigeria Limited.**

N = 150

S/N	ITEMS	SA	A	D	SD	FX	Mean	Decision
9.	Contingency planning focuses on one specific part of an organization's operations.	53 212	38 114	34 68	25 25	419	2.79	Agreed
10.	A contingency planning is the plan B or backup plan because, it can also be used as an alternative action if expected results fail to materialize.	62 248	39 117	32 64	17 17	446	2.97	Agreed
11.	Contingency planning is not a component of Business Continuity (BC), Disaster Recovery (DR) and risk management.	26 104	33 99	40 80	51 51	334	2.23	Disagreed
12.	Contingency planning leverages quick action capable of solving the organizational problems.	59 204	42 126	37 74	12 12	448	2.99	Agreed
Total	<b>Grand Mean</b>						<b>2.75</b>	

From the above table, it was discovered in item 9 that 53 of the respondents strongly agreed that contingency planning focused on one specific part of an organization's operations, 38 agreed, 34 disagreed while, 25 of the respondents strongly disagreed. Thus, the result in the above table shows that the calculated mean score of the distribution is 2.79. Since the calculated mean score is above the cut-off point 2.50, we accept that use of modern the contingency planning focuses on one specific part of an organization's operations. The implication is that, majority of the respondents

believe that the contingency planning focuses on one specific part of an organization's operations. In item 10, it could be seen that 62 of the respondents strongly agreed that contingency planning is the plan B or backup plan because, it can also be used as an alternative action if expected results fail to materialize, 39 agreed, 32 disagreed while 17 of the respondents strongly disagreed. Again, the result in the above table shows that the calculated mean score of the distribution is 2.97. Since the calculated mean score is above the cut-off point 2.50, we accept that contingency planning is the plan B or backup plan because, it can also be used as an alternative action if expected results fail to materialize. The implication is that, majority of the respondents believe that A contingency planning is the plan B or backup plan because, it can also be used as an alternative action if expected results fail to materialize. In item 11, the data analysis shows that 26 of the respondents strongly agreed that the contingency planning is not a component of Business Continuity (BC), Disaster Recovery (DR) and risk management, 33 agreed, 40 disagreed while, 51 of the respondents strongly disagreed. Thus, the result shows that the calculated mean score of the distribution is 2.23. Since the calculated mean score is below the cut-off point 2.50, we accept that the contingency planning is a component of Business Continuity (BC), Disaster Recovery (DR) and risk management. The implication is that, the contingency planning is a component of Business Continuity (BC), Disaster Recovery (DR) and risk management. In item 12, the data analysis shows that 59 of the respondents strongly agreed that the contingency planning leveraged quick action capable of solving the organizational problems, 42 agreed, 37 disagreed while, 12 of the respondents strongly disagreed. Again, the result in the above table shows that the calculated mean score of the distribution is 2.99. Since the calculated mean score is above the cut-off point 2.50, we accept that the contingency planning leverages quick action capable of solving the organizational problems. The implication is that, majority of the respondents believe that the contingency planning leverages quick action capable of solving the organizational problems.

### **Discussion of Findings**

Based on the result from table 1 above, it could be seen that the strategic planning had significantly improved productivity in PZ Cussons Plc and Tonimas Nigeria Ltd, Aba Abia State. The finding is in line with the alternative hypothesis earlier postulated. Further assessment showed that the efficient strategic planning correlated with the productivity of the PZ Cussons Plc and Tonimas Nigeria Limited, Aba, Abia State. This result is in conformity with the position of Dike (2019), who posited that strategic planning is an organizational process that involves defining the current situation, setting goals for and finding a way to bridge the gap between the two. A good example of strategic planning according to him is when an organization wants to expand their business globally just the way PZ Cussons Plc did in 1948. Supporting the findings, (Nwachukwu, 2015) held that planning is an essential part of every business, whether that is in the form of laying out a strategic framework, or making contingency plans for emergencies. Organizations that are not well-planned may be faced with serious consequences.

The responses from the respondents in table 2 revealed that there was significant positive impact of operational planning on the productivity of PZ Cussons Plc and Tonimas Nigeria Limited, Aba Abia State. The finding is in tandem with the alternative hypothesis earlier postulated. Further assessment showed that the degree



of operational planning correlated with the productivity of the PZ Cussons Plc and Tonimas Nigeria Ltd, Aba, Abia State. This result is in agreement with the result of Igwe (2022), who stated that operational planning could be to introduce a brand or new product in firms and that the management of the organization needs to leverage and expand existing capabilities, harness new tools, and create a roadmap for doing so; thereby 'creating' a detailed roadmap based on a strategic plan. In support of the finding, Edward (2015) stated that an operational plan outlines the organization's key objectives and clarifies how the organization will achieve them.

The responses from the respondents in table 3 revealed that there was need for contingency planning as it affects the productivity of PZ Cussons Plc and Tonimas Nigeria Limited, Aba Abia State. The finding is in cycle with the alternative hypothesis earlier postulated. Further assessment indicated that the level of operational planning correlated with the productivity of the PZ Cussons Plc and Tonimas Nigeria Limited, Aba, Abia State. This result is in accord with the result of Obiozor (2022), who observed that the "work-from-home" provisions put in place by PZ Cussons Plc and Tonimas Nigeria Limited in Aba, Abia State through the commission during the COVID-19 pandemic, demonstrated to many organizations the importance of having comprehensive contingency plans in place across an organization prior to an unplanned event. Thus, companies with adequate plans were able to react faster when the pandemic started to escalate. In support of the finding, Atugo (2017) pointed out that a contingency plan is sometimes referred to as "Plan B" or a backup plan because it can also be used as an alternative action if expected results fail to materialize. Contingency planning is a component of Business Continuity (BC), Disaster Recovery (DR) and risk management.

### **Conclusions**

It has been a worthwhile examining the impact of planning on the organizational productivity of PZ Cussons Plc and Tonimas Nigeria Limited Aba, Abia State. Planning is one of the executive functions of the brain, encompassing the neurological processes involved in the formulation, evaluation and selection of a sequence of thoughts and actions to achieve a desired goal. There is a strong correlation between efficient planning and the productivity of PZ Cussons Plc and Tonimas Nigeria Limited Aba. The research interviews and personal observations discussed in this work are the necessary information needed for the study.

### **Recommendations**

The following recommendations are made based on the findings of the present study;

- 1) The management of the companies should continue to prioritize planning through strategic techniques for enhanced productivity in the organization.
- 2) The management of the companies should promote the current operational planning standards and encourage staff to become more productive in their work place.
- 3) The management of the companies should strengthen the contingency planning policies to accommodate unforeseen circumstances in businesses.

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