Innovations

Human Resources Planning Practices and Sustainability of Cosmetics Industry in Anambra State

Chidimma Odira Okeke, (PhD); Dr. Chineze J. Ifechukwu-Jacobs; Goodfaith Nnenna Dike, (PhD), Obinna Solomon, Eboh

[1,3,4]Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus
[2]Department of Entrepreneurship Studies Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State Nigeria

[1]ORCiD: **0009-0009-5083-2984**

Abstract: *The study examined the human resources planning practices and sustainability of cosmetics industry in Anambra State. The objective of the study were to, Determine how Training, talent acquisition and Examine the effect of succession planning on social sustainability of cosmetics industry in Anambra State. This work is anchored on the human resources theory of Gray, & Herr (1998). The study adopted a cross-sectional research survey design in its investigation of the variables. Primary data was generated through structured, self-administered questionnaire. The target population was cosmetics industry in Anambra State. In this study we both primary data. The study sample was 744 employees. Data generated were analyzed and presented using Spearman correlation and t-test. The hypotheses were tested using the t-test .The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The study found that Training has significant positive effect on environmental sustainability of cosmetics industry in Anambra State. Talent acquisition has significant positive effect on economic sustainability of cosmetics industry in Anambra State. The study recommends that Cosmetics firms should imbibe the culture of implementing talent management policy to enable them to achieved set goals and relevance in the business environment. Successor opportunity should be independence to act and willingly develop love to manage the business through learning the business operations by practicing.*

Keywords: *Training, talent acquisition, succession planning, social sustainability, human resources planning practices and cosmetics industry*

1.1 Background of the Study

Human resources planning practices is used to describe both the people who work for a company or organisation and the department responsible for managing and planning resources related to employees. It is the work force of any organization, that is, the people that make up the work force. According to Edeh, & Dialoke, (2020). human beings are the life blood of organization. a company's workforce represents one of its most potent and valuable resources consequently, the extent to which a workforce is managed and planned effectively is a critical element in improving and sustaining organisation performance. Managing people is one of the most difficult aspects of organization management and planning. It means dealing with people who differ physically and psychologically. The essence of Human resources planning practices is that aspect of organisation management concerned with the management of an organization's workforce (Awolaja, 2023). Human capital development through education and health over time in Nigeria, also education and health jointly exert positive effect on economic growth (Ohanyere, Atueyi, and Ibekwe 2019).

Human resources planning practices is one of the most important requirements to ensure the sustenance and improvement of an economy either at macro or micro level (Eze & Omena, 2023). Human resources planning practices is also a must for any society or enterprise that wishes to survive under the complex challenges of the dynamic world. Such development enables the persons involved to move vertically or laterally in the economic and social environment, (Ibok and Ibanga, 2014) averred.

Human resources planning practices is made up of imperceptible that workers make available for their employers. Human resources planning can also be well defined as the knowledge, skills, aptitudes and other learned traits adding to production (Cross 2016). Skills signify individual abilities adding to production as a reason in the production function. There are two main components of Human resources planning practices with strong complementarity; early ability and skills learned through formal education or training on the job. Human resources planning practices is different from other assets because it generates market proceeds only in proportion to the workers supply of labor (Ubah, & Ibrahim, 2021). Today, the business setting is very dynamic and undergoes a rapid change as a result of technological advancement, increased awareness and changing request of customers and the business environment generally. Business organizations, works in a difficult and competitive market characterized by advanced changes. As an outcome, Human resources planning practices must to be kept abreast with the continuous changes in the business environment for improve sustainability (Anozie, Chima & Onuoha, 2020). Outsourcing has become a strategic human resource tactic

in our present good business atmosphere and is a crucial business strategy that must be employed by manufacturing firms in order to improve quality, reduce cost and enhance organisational growth as it assists organizations to leverage their skills and resources to achieve organizational growth (Obikezie, & Dike, 2023).

1.2 Objectives of the study

The broad objective of the study is to analyze the human resources planning practices and sustainability of cosmetics industry in Anambra State. The specific objectives are to

i.   Determine how Training influences environmental sustainability of cosmetics industry in Anambra State

ii.   Identify how talent acquisition influences economic sustainability of cosmetics industry in Anambra State

iii.   Examine the effect of succession planning on social sustainability of cosmetics industry in Anambra State

1.3 Hypotheses

This study is guided by the following hypotheses:

HO$_1$: environmental Training has no significant positive effect on environmental sustainability of cosmetics industry in Anambra State

HO$_2$: Talent acquisition has no significant positive effect on economic sustainability of cosmetics industry in Anambra State

HO$_3$: Succession planning has no significant positive effect on social sustainability of cosmetics industry in Anambra State

Review of Related Literature
2.1 Conceptual Framework
2.1.1 Human Resource Planning (HRP)

Human resource planning (HRP) has been a major issue amongst scholars and practitioners in the field of human resource management quite apart from managers in other fields of studies. Human resource planning includes all activities that human resource managers adopt to forecast current and future workforce needs (Kurdia, Alshuridehb, & Afaishata, 2020). Digressing from Anwar, & Abdullah, (2021). argued that human resource planning is a process of anticipating as well as preparing for retiring workers exit and replace them with newcomers. In the same vein, Carnevale, & Hatak, (2020) contended that human resource planning refers to how

human resource managers assess the current position of an organization's workforce with reference to what it tends to achieve in the future. Gardi, (2021) argued that human resource planning is the process through which management tries to provide information about the number of workers it has and the expected workforce it will require in the future. For Kurdi, Alshurideh, Salloum, Obeidat, & Al-were, (2020). HRP is a process of gathering and using relevant information to support decisions human resource management on how to invest resources in manpower activities. Nondoh, Tsuma, Alala, & Onyango, 2020) submitted that human resource planning is the process for ensuring that the manpower requirements of an organization are identified and plans are made for satisfying those requirements. Obisi, Samuel, & Ilesanmi, (2020) viewed human resource planning as the process by which the management determines how the organization should move from its present manpower position to its desired position.

2.1.2 Training

Training is the learning process that is the indispensable part of human resource development. According to Abbas (2014), training as an essential element to an employee for the development of the companies because some of the employees have lack of knowledge skills and competencies and failed to accomplish task on timely basis. Besides, Training is a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. The focus of training is the job or task for example, the need to have efficiency and safety in the operation of particular machines or equipment, or the need for an effective sales force to mention but a few (Cole, 2002). According to Saleem *,Shahid & Naseem* (2011) training is an organized increase from the know-how skills and sensations needed for staff members to execute efficiently in the offered process, as well as, to operate in underling situation. Furthermore, training also increases the abilities of employee's very effective way by motivating them and converting them in to well organize and well-mannered, that ultimately affects the performance of organization.

2.1.3 Talent Management

The concept of talent management has become one of the most important current topics in human resource management. Current trends have been moving toward rethinking the measures taken by organizations to attract workers, and specifically focusing on attracting talented creators and creative thinkers and retaining them. Despite the fact that we are inundated with definitions of the concept of talent, there are no clear and explicit ones. Most researchers and writers differ in defining the concept of talent management. Some have linked the terms to direction and orientation and others to fashion, urbanization, and creativity. Talent management means several things. Tansley (2011) considers it as the integration of a range of innovative initiatives with tried and true activities, which include the spirit of community. Pruis (2011) sees it as a set of practices, activities and functions of human

resources in organizations, which include selection, development and career planning. Moreover, Bllonas (2019) states that talent management is one of the most important functions of human resources, which plays an important strategic role.

2.1.4 Succession planning

Rothwell (2020) defines succession planning as a means of identifying critical management positions, starting at the levels of project manager and supervisor and extending up to the highest position in the organization. It describes management positions to provide maximum flexibility in lateral management moves and to ensure that as individuals achieve greater seniority, their management skills will broaden and become more generalized in relation to total organizational objectives rather than to purely departmental objectives. For Mathur (2011), succession planning is a process which identifies and develops the people within the organization. These are people who have the potential to fill key leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. Thus this is a process whereby an organization ensures that employees are recruited and developed to fill each key role within the company.

Charles (2016) describes succession planning as the process of recognizing the vital need for intellectual endowment and leadership all through the business over time and equipping individuals for current and forthcoming work duties needed by the company. Succession planning consists of an extensive range of activities that require planning for vital transitions in leadership within businesses.

2.1.5 Components of Sustainable Development

There are three basic components of sustainable development economic, social and the environment. The three components are inter-related (Karpagam 2014). The economic component of sustainability requires that societies pursue growth paths that generate optimal flow of income while maintaining their basic stock of manmade capital, human capital and natural capital. Economic sustainability also requires internalizing all costs including the environmental costs associated with production and consumption. The three basic goals of economic sustainability are: to increase production of goods and services, satisfy the basic needs or reduce poverty and improve equality. The social dimension of sustainable development is built on the twin principles of justice and equality. For a developmental path to be sustainable over a long period of time, wealth, resources and opportunities should be equitably shared. Social equity implies equal opportunities to all for education and for making productive contribution to society in terms of cultural diversity, social justice, gender equality and public participation. The environmental component equally demands sustainable resource use, efficient sink function and maintenance of stock of natural capital i.e. the environment should be able to perform its three functions

efficiently and uninterrupted so that ecological stability and resilience are not affected Oduwusi (2020).

It has become a recognized fact that the civilized world is still intensively working on transforming our planet into a desert, annihilating life. Everyone understands that it is time to stop this disruptive process, yet there is no hurry to take a decisive initiative . To defend and improve the environment for sustainability purpose has become an imperative for mankind. This growing global concern for the preservation and conservation of the environment underscores the realization that every human being has the right to environmental protection and survival which is the basis of livelihood.

i Environmental Sustainability

Environmental sustainability is the ability to maintain an ecological balance in our planet's natural environment and conserve natural resources to support the wellbeing of current and future generations (Padhi, Mitra, & Paul, 2020). This pillar is all about protecting the future generations. Environmentally sustainable organizations take steps to enhance efficiencies, reduce resource consumption and waste, and measure and monitor carbon emissions across the entire supply chain. Today, many organisations are amping up their environmental efforts by adopting sophisticated technology, including cloud and sustainability solutions that allow them to track and reduce their environmental impact. To Prabhu, Thangasamy, & Abdullah, (2020). environmental sustainability is important for the wellbeing of current and future generations. Climate change presents a variety of complex environmental, social, and economic challenges for countries across globe. In recent decades, the consequences of climate change have become increasing apparent, from rising global temperatures and more extreme droughts to strengthening tropical storms, destructive wildfires, and devastating floods. As humans and ecosystems across the planet are suffering from the damaging impacts of climate change, many individuals, communities, and organisations worldwide are embracing environmental sustainability and making this critical cause a priority Saleem, Shahid, & Naseem. (2022). These efforts will allow us to decarbonize our planet and conserve natural resources to support the health and wellbeing of future generations. For generations, environmental sustainability isn't just good for business. By advocating for sustainability and launching programs that support a healthier environment, organisations across all industries can build brand trust, boost customer loyalty, and enhance employee satisfaction. Environmental sustainability is no longer a luxury for organisations as it's now a corporate social responsibility (Ugwu, & Hubs, 2020).

ii Economic Sustainability

Economic sustainability refers to practices designed to create the long-term economic development of a company or nation while also managing the environmental, social, and cultural aspect of its activities. It is about balancing economic growth and generating profit with the impact on the environment and people. There are three key areas of economic sustainability, namely: economic viability, environmental protection and social equity (Vineeth, 2020).

While it may seem like this pillar is focused on an organisation's ability to remain profitable throughout its lifetime, economic sustainability isn't just about money. An economically sustainable organisation is one that drives revenue and maintains long-term business growth without negatively impacting the community, environment, or health and wellbeing of its employees. Economic sustainability allows businesses to decipher where they can improve their sustainability measures and reduce their carbon footprint in order to adhere to new environmental regulations as well as attract new customers and investors (Younas, Farooq, Khalil-Ur-Rehman, & Zreen, (2018).. The traditional measure of the economic performance is the gross domestic product or GDP, which represents the total value of all goods and services produced by a nation during a given year. Other economic indicators include: Investment in public, Business and private assets, Social investment, Rate of inflation and Government borrowing and debts, Competitiveness/productivity and trade/export/imports etc.

iii Social Sustainability

Social sustainability is a proactive way of managing and identifying business impacts on employees, workers in the value chain, customers, and local communities. Companies that raise the importance of social sustainability recognise the significance of their relationships with people, communities and society Vineeth, (2020). For businesses, social sustainability includes important workplace and employees' issues like health and safety, inclusion, empowerment, professional development opportunities, and work-life balance. Social sustainability is about identifying and managing business impacts, both positive and negative, on people. The quality of a company's relationships and engagement with its stakeholders is critical. To Ugwu, & Hubs, (2020). Social sustainability and inclusion focuses on the need to put people first in development processes. It promotes social inclusion of the poor and vulnerable by empowering them, building cohesive and resilient societies, and making institutions accessible and accountable to citizens.

2.2   Theoretical Framework

2.2.1 Human Resources Theory

This work is anchored on the human resources theory of Gray, & Herr (1998).This theory shows how education leads to increase in productivity and efficiency of

workers by increasing the level of their cognitive skills. Schultz, Becker and Mincer introduced the notion that people invest in education in order to increase their stock of human capabilities which can be found by combining innate abilities with investment in human beings (Babalola, 2000). Examples of such investments include expenditure on education, on - the - job training, health and nutrition. However, the stock of human resources increases in a period only when gross investment exceeds depreciation with the passage of time with intense use or lack of use.

The provision of education is seen as a productive investment in human resources, an investment which the proponents of human resources theory consider to be equally or even more equally worthwhile than that in physical resources. Human resources theorists have established that basic literacy enhances the productivity of workers low skill occupations. They further state instruction that demands logical and analytical reasoning that provides technical and specialized knowledge increases the marginal productivity of workers in high skill or profession and positions. Moreover, the greater the provision of schooling society and consequently the greater the increase in national productive and economic growth. This theory relates to this study because Human Resources Development Theory concludes that investment in human resources will lead to greater economic outputs

2.3 Empirical Review

Webometrics-Human Resources Planning Practices And Sustainability				
S N	Author (s)	TOPIC	Variables	Major findings
	Edeh, Dialoke, .(2020)	investigate the effect of human resource planning on the organizational performance of selected hotels in Nigeria.	Adequate funding, competence, age, and cultural background and organizational performance	The study found that human resource planning dimensions, namely, adequate funding, competence, age, and cultural background have a positive significant effect on organizational performance
	Awolaja, (2023).	Examined the effect of HRM on employee performance	occupational health and safety, recruitment	The results indicated that occupational health and safety, recruitment and selection and training

	of manufacturing company in Nigeria	and selection and training and development and employees' performance	and development exhibited a significant positive effect on the employees' performance
Eze & Omena, (2023)	examine the importance of human resource in Nigerian organisational development	human resource and organisational development	The study found that human resources has significant effect on organisational development
Ubah, & Ibrahim, (2021).	examines the effect human resource planning has on the performance of public sector organizations in Nigeria	workforce and recruitment and selection account	The result findings revealed that the multiple correlation coefficient indicates a strong correlation between the variables
Anozie, Chima & Onuoha, (2020).	Human Resource Management and Organizational Performance of Nigerian Firms	training and career development, motivation	Human resource management practices of training and career development, motivation showed significant positive contribution to organizational performance.
Chioke, & Mbamalu, 2020)	examined Human Resource Planning And Organizational performance: A	Resource Planning And Organizational performance	The study found that human resources has significant effect on organisational development

	philosophical approach		
Osazevbaru, Okwuise & Akpomiemie, (2023).	examined the relationship between human resource planning and the organizational performance of telecom companies in Delta State	workforce forecasting, recruitment and selection, training and development and employee retentionand organizational performance.	there is a significant relationship between human resources planning and organizational performance.
Igbinoba Marvin & Najimu (2022)	looked into the relationship between employee retention strategies and organizational performance	employee retention strategies and organizational performance	employee retention strategies and organizational performance
Hamza Othman, Gardi, Sorguli, Aziz, Ahmed, Sabir, & IsmaelAli, & Anwar, (2021)	conducted a study to determine the recruitment and selection procedures in organizations and find out the methodologies that are involved in the process.	recruitment and selection procedures in organizations	There is no difference in candidates' race and gender in internal promotion at Telecommunication Companies in Erbil-Kurdistan
Haruna, Marvin &	effectiveness of Human	of Human Resource	indicating a weak positive relationship

Najimu (2020)	Resource Management (HRM) practices on employee retention at Tamale Technical University, Ghana	Management and practices on employee	between HRM practices and employee retention
Ohanyere, Atueyi, and Ibekwe (2019)	Impact of human capital development on economic sustainability between the period of 1981-2016.	human capital development on economic	Mortality rate was negative and statistically insignificant.
Atueyi (2019)	External Debt on Human Capital Development in Nigeria	debt financing, external debt, gross fixed capital formation	external debt has a negative and significant effect on human capital development in Nigeria, debt financing, external debt, gross fixed capital formation has a negative insignificant effect on human capital development
Obi, & Atueyi, .(2022).	Human capital development on the Nigeria economic growth.	Real gross domestic product, government expenditure on health and government expenditure on education	Government expenditure on health was found to have positive effect on the economy,

Methodology

3.1: Research Design
This study will employed survey research design
Survey Design as it is used in a pure research context refers to the total constructional plan or structure of the research framework.

3.2: Sources of Data

The primary source of data will be used in this study because of the variables that are used in the study. Questionnaire will be used to collect data from staff in the selected cosmetics industry in Anambra state

3.3: Population of the Study.

This describes characteristics of the population of the staff. The population of interest comprised all the staff of cosmetics firms which is 744. The study will use the entire population as the sample size because it is not up to 1000

s/n	Cosmetics firms	Staff strength
1	Beta cosmetics manufacturing company	45
2	Beneks group of companies limited	55
3	Obimma chemical & cosmetics co. ltd	90
4	Ekulo group of companies, Nigeria	107
5	Kriswell cosmetics co. ltd	67
6	Edysmart (Nigeria) Ltd	112
7	Haco Industries Ltd	87
8	J. Udeagbala Holdings (Nig.) Ltd	58
9	Kates Associated Industries Ltd	57
10	prestige cosmetics ltd	66
	Total	744

Sources: Human resources department of the firms (2025)

3.4: Sampling Technique
The research will adopt two sample techniques namely and stratified sampling. Purposive sampling will enables the researcher to choose respondents will be of interest to the study while the stratified random sampling will accords each of the respondents in the states to be selected without bias.

3.5: Method of Data Collection.

The instrument use for data collection will be questionnaire. The questionnaire will consists of two sections, the section A is the respondent's profile, while the section B is the general information. The questionnaire is designed using 5 point Likert scale that constructed according to the objectives of the study and oral interview will be carried out to support the questionnaire.

3.6: Method of Data Analysis.

Statistics such as frequency count and percentages table will be used in the analysis of research questions while research hypotheses will be tested using correlation analysis and simple regression analysis. The research hypotheses will be assessed at 0.05 level of significance. Analysis will be carried out with the aid of Statistical Package for Social Sciences (SPSS).

Presentation and Analysis of Data

4.1 Distributions of Questionnaire

Table 4.1.1 Information on Distribution of Questionnaire

s/n	Options	No of Respondents	Percentage %
1	Questionnaire Distributed	744	100%
2	Questionnaire Returned	701	94%
3	Questionnaire Completed	637	85%
4	Questionnaire Not Duly Completed	48	6%
5	Questionnaire Missing	16	2%

Source: Field Survey, 2025

Table 4.1 showed that a total number of seven hundred and forty-four (744) copies of questionnaire were distributed to the respondents, seven hundred and one (701) copies which represented 94% were returned, six hundred, thirty-seven (637) which represent 85% where completed and forty-eight (48) copies which represented 6% were not duly completed by the respondents, while sixteen (16) copies which represented only 2% of the total questionnaire were missing. Hence, the analyses for this study were based on the six hundred and thirty-seven (637) copies which represented 85% of the sample population.

4.2 Test of Statement of Hypotheses

HO₁: Training has no significant positive effect on sustainability of cosmetics industry in Anambra State

HO₂: Talent acquisition has no significant positive effect on sustainability of cosmetics industry in Anambra State

HO₃: Succession planning has no significant positive effect on sustainability of cosmetics industry in Anambra State

Hypothesis one

HO₁: Training has no significant positive effect on environmental sustainability of cosmetics industry in Anambra State

Table 1 Correlations

				TRA	EVS
Spearman's rho	TRA	Correlation Coefficient		1.000	.545**
		Sig. (2-tailed)		.	.000
		N		637	637
		Bootstrap b	Bias	.000	.000
			Std. Error	.000	.042
			BCa 95% Confidence Interval Lower	.	.462
			Upper	.	.621
	EVS	Correlation Coefficient		.545**	1.000
		Sig. (2-tailed)		.000	.
		N		637	637
		Bootstrap b	Bias	.000	.000
			Std. Error	.042	.000
			BCa 95% Confidence Interval Lower	.462	.
			Upper	.621	.

**. Correlation is significant at the 0.01 level (2-tailed).
b. Unless otherwise noted, bootstrap results are based on 637 bootstrap samples

Paired Samples Test

	Paired Differences							
		Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
	Mean			Lower	Upper			
Pair 1 TRA - EVS	.21507	1.29679	.05138	.11417	.31597	4.186	636	.000

Table 1a indicates the relationship between the independent variable training and the dependent variable environmental sustainability. At a 0.05 level of significant, 95% confidence level interval ranges between .621 and .3159 at the upper case, and also 462 and 114 at the lower case, with a 2 tailed test of sample distribution showing the critical area in a distribution. The spearman correlation coefficient shows a value of 54% which shows a high correlation coefficient between the dependent and independent variable. This further portrays the high goodness of fit of the model

Model 1=   EVS = β_o + β_1TRA + μ

Table 1 indicates the difference in mean value (0.21507) and standard deviation (1.29679) for the extent of relationship that existed between the variables included in the group. The single group variables in model one of the hypotheses are represented by EVS & TRA (Environmental sustainability & Training).

However, the paired sample t-test showed that Environmental sustainability level increased significantly when Training practice is adhere to. A t-test value of Training is said to be significantly high when it is above 2 (t-value > 2), but when the t-value is less than 2 (t-value < 2), it is concluded that the perceived outcome within the paired sample has no significant relationship. In conclusion to this result, the t-value was obtained at 4.186 which is significantly high. The study therefore concluded that there is a significantly positive relationship between training and environmental sustainability of cosmetics industry in Anambra State

Decision Rule: Accept the null hypothesis if the p-value is greater than 0.05, otherwise, reject.

Decision: We reject the null hypothesis, since the p-value is 0.000[**] which is less than the critical value 0.05, this study reveals that Training has significant positive effect on environmental sustainability of cosmetics industry in Anambra State.

Hypothesis Two

HO$_2$: Talent acquisition has no significant positive effect on economic sustainability of cosmetics industry in Anambra State

Table 2 Correlations

			TAA	ECS
Spearman's rho	TAA	Correlation Coefficient	1.000	.761**
		Sig. (2-tailed)	.	.000
		N	637	637
		Bootstrap^b Bias	.000	-.001
		Std. Error	.000	.021
		BCa 95% Confidence Interval Lower	.	.714
		Upper	.	.800
	ECS	Correlation Coefficient	.761**	1.000
		Sig. (2-tailed)	.000	.
		N	637	637
		Bootstrap^b Bias	-.001	.000
		Std. Error	.021	.000
		BCa 95% Confidence Interval Lower	.714	.
		Upper	.800	.

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

b. Unless otherwise noted, bootstrap results are based on 637 bootstrap samples

Paired Samples Test

	Paired Differences							
				95% Confidence Interval of the Difference				
	Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	Sig. (2-tailed)
Pair 1 TAA - ECS	.49451	.86623	.03432	.42711	.56190	14.408	636	.000

Table 2 indicates the relationship between the independent variable talent acquisition (TAA) and the dependent variable economic sustainability (ECS). At a 0.05 level of significant, 95% confidence level interval ranging between 0.800 and 0.561 at the upper case, and also 0.714 and 0.0427 at the lower case, with a 2 tailed test of sample distribution showing the critical area in a distribution. The spearman correlation coefficient shows a value of 0.76%, which shows a high correlation coefficient between the dependent and independent variable. This further portrays the high goodness of fit of the model

Model 2=   ECS = β_o + β_1TAA + μ

Table 2 indicates the difference in mean value (.49451) and standard deviation (.86623) for the extent of relationship that existed between the variables included in the group. The single group variables in model two of the hypotheses are represented by ECS & TAA (Economic sustainability and Talent acquisition).

However, the paired sample t-test showed that Talent acquisition level increased significantly when the perceived Economic sustainability was adopted. A t-test value of Talent acquisition is said to be significantly high when it is above or equal 2 (t-value > 2.00), but when the t-value is less than 2.00 (t-value < 2.00), it is concluded that the Talent acquisition within the paired sample has no significant relationship. In conclusion to this result, the t-value was obtained at 14.408 which is significant high. The study therefore concluded that there is a significantly high positive relationship between Economic sustainability and Talent acquisition of cosmetics industry in Anambra State

Decision Rule: Accept the null hypothesis if the p-value is greater than 0.05, otherwise, reject.

Decision: We reject the null hypothesis, since the p-value is 0.000** which is less than the critical value 0.05, this study reveals that Talent acquisition has significant positive effect on economic sustainability of cosmetics industry in Anambra State

Hypothesis Three

HO₃: Succession planning has no significant positive effect on social sustainability of cosmetics industry in Anambra State

Table 3 Correlations

				SUP	SOS
Spearman's rho	SUP	Correlation Coefficient		1.000	.503**
		Sig. (2-tailed)		.	.000
		N		637	637
		Bootstrap b	Bias	.000	.001
			Std. Error	.000	.043
		95% Confidence Interval	Lower	1.000	.314
			Upper	1.000	.489
	SOS	Correlation Coefficient		.503**	1.000
		Sig. (2-tailed)		.000	.
		N		637	637
		Bootstrap b	Bias	.001	.000
			Std. Error	.043	.000
		95% Confidence Interval	Lower	.314	1.000
			Upper	.489	1.000

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

b. Unless otherwise noted, bootstrap results are based on 637 bootstrap samples

Paired Samples Test

		Paired Differences							
			Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
		Mean			Lower	Upper			
Pair 1	SUP - SOS	.40816	1.63966	.06497	.28059	.53574	6.283	636	.000

Table 3 indicates the relationship between the independent variable succession planning (SUP) and the dependent variable Social sustainability. At a 0.05 level of significant, 95% confidence level interval ranging between 0.489 and 0.535 at the upper case, and also 0.314 and 0.280 at the lower case, with a 2 tailed test of sample distribution showing the critical area in a distribution. The spearman correlation coefficient shows a value of 50% which shows a high correlation coefficient between the dependent and independent variable. This further portrays the high goodness of fit of the model

Model 3=   SOS = β_o + β_1SUP + μ
Table 3 indicates the difference in mean value (.40816) and standard deviation (1.63966) for the extent of relationship that existed between the variables included in the group. The single group variables in model two of the hypotheses are represented by SUP & SOS (Succession planning and social sustainability).

However, the paired sample t-test showed that social sustainability level increased significantly when the effective Succession planning was adopted. A t-test value of Succession planning is said to be significantly high when it is above or equal to 2 (t-value > 2.00), but when the t-value is less than 2.00 (t-value < 2.00), it is concluded that the perceived outcome within the paired sample has no significant relationship. In conclusion to this result, the t-value was obtained at 6.283 which is significant high. The study therefore concluded that there is significantly high positive relationship between Succession planning and social sustainability of cosmetics industry in Anambra State.

Decision Rule: Accept the null hypothesis if the p-value is greater than 0.05, otherwise, reject.
Decision: We reject the null hypothesis, since the p-value is 0.000[**] which is less than the critical value 0.05, this study reveals that Succession planning has significant positive effect on social sustainability of cosmetics industry in Anambra State

Conclusion and Recommendation

In conclusion, human resources planning is vital for the sustainability of the cosmetics industry in Anambra State. By identifying and hiring qualified employees, developing their skills, and ensuring their satisfaction and engagement, cosmetics firms can ensure that they have the talent and expertise necessary to compete in a challenging market.

However, the cosmetics industry in Anambra State faces several challenges when it comes to human resources planning, including limited access to skilled labor, high employee turnover, and low employee loyalty. To overcome these challenges, cosmetics firms should focus on developing effective human resources policies, providing training and development opportunities, and fostering a positive workplace culture. Effective human resources planning practices can help firms identify and hire the best talent, retain employees, and develop the skills and expertise needed to thrive in a rapidly changing market. The study recommend that Investing in training and development programs can help cosmetics firms upskill their employees, improve employee performance, and increase employee satisfaction and loyalty. Cosmetics firms should imbibe the culture of implementing talent management policy to enable them to achieved set goals and relevance in the business environment. Successor opportunity should be independence to act and willingly develop love to manage the business through learning the business operations by practicing.

References

.

1. Abbas, Z. (2014). *Identification of factors and their impact on employees' training and organizationalperformance in Pakistan. Kasbit Journal of Management & Social Science, 7(1): 93-109. www.kbj.kasbit.edu.pk.*
2. Al Kurdia, B., Alshuridehb, M., & Al Afaishata, T. (2020). *Employee retention and organizational performance: Evidence from the banking industry. Management Science Letters, 10 3981–3990. www.GrowingScience.com*
3. AL-Hakim, L.A and Hassan, S (2011) *Examined Innovation and Organisational Performance: An Empirical Study of the Iraqi Mobile Telecommunication Sector . British Journal of Economics, Finance and Management Sciences 31 (4) 34-44*
4. Anozie, J.A, Chima B. & Onuoha, C.B (2020). *Human Resource Management and Organizational Performance of Nigerian Firms: A Panel Analysis. International Journal of Management Sciences 7, (4) 01 – 15, asplpapersubmit@gmail.com*

5. *Anwar, G., & Abdullah, N. N. (2021). The impact of human resource management practice on Organizational performance. International Journal of Engineering, Business and Management (IJEBM), 5 (2) 56-77,*

6. *Atueyi C.L (2019) external debt on human capital development in Nigeria. International Journal of Business and Economics, 7 (1) 49 – 58 arcnjournals.org*

7. *Awolaja, A.M (2023). Effect of human resources management on employees' performance of manufacturing sector in Nigeria, 11 (5) 67-89 www.globalscientificjournal.com*

8. *Babalola, V. K. (2000). Public investment in basic education and economic growth. Journal of Economic Studies, 35(4), 352-364.*

9. *Bllonas, A. (2019). The Role of the Intellectual Capital in the Achievement of the Competitive Advantage in Business Organizations, Unpublished Paper, Boumrdls, Algeria*

10. *Charles, O. (2016). Succession planning and management in Kenya: A case study of quantity surveying firms. [Internet: hdl.handle.net Retrieved on 10 April 2019]*

11. *Chioke, S. C. & Mbamalu, K. U.(2020). Human Resource Planning And Organizational performance: A philosophical approach. International Journal of Management, Social Sciences, Peace and Conflict Studies 3 (3) 387 - 398; ISSN: 2682-6135*

12. *Cole, G. A. (2002). Personnel and human resource management. 5th Edn., Continuum London: York Publishers.*

13. *Cross O. D (2016). The effects of human resources development on organizational performance. International Journal of Scientific Research and Management. 07 (1) 45-56*

14. *Edeh, F.O.& Dialoke, I.(2020). Effect of Human Resource Planning on Organizational Performance of the Hospitality Sector in Nigeria. Business Perspective Review, 2(1), 1-12. business-perspective-review.v2i1.71*

15. *Eze I. & Omena, E.S (2023) The Importance of Human Resource in Nigerian Organisational Development. Melting Pot, 5 (2) 67-87*

16. *Gardi, B. (2021). The effects of computerized accounting system on auditing process: a case study from northern Iraq. Available at SSRN 3838327*

17. *Gray, K.C., & Herr, E.L. (1998). Workforce education: The basics. Needham Heights, MA: A Viacom Company.*

18. *Hamza, P. A., Othman, B., Gardi, B., Sorguli, S., Aziz, H., Ahmed, S., Sabir, B. Y., Ismael, N. B., Ali, B., & Anwar, K. (2021). Recruitment and selection: the relationship between recruitment and selection with organizational performance. International Journal of Engineering, Business and Management, 5(3), 1-13.*

19. Haruna S., Marvin S. A., & Najimu A. (2020). Examining effective human resource management practices on employee retention: Tamale Technical University as a case study. The International Journal of Business Management, 8(12), 97-120.

20. Igbinoba, E., Joel, O., Igbadumhe, F., & Peter, D. (2022). Employees' retention strategies and organizational performance. Academy of Entrepreneurship Journal, 28(S5), 1-12.

21. Kurdi, B., Alshurideh, M., Salloum, S., Obeidat, Z., & Al-were, R. (2020). An empirical investigation into examination of factors influencing university students' behavior towards elearning acceptance using SEM Approach.

22. Mathur W (2011) From EO to —family orientation‖: Generational differences in the management of family businesses. Paper presented at the 22nd Babson College Entrepreneurship Research Conference, Babson College, and Wellesley, MA, US

23. Nondoh, R. A., Tsuma, E., Alala, B. O., Onyango, R. (2020). Effect of human resource planning practices on organizational performance in public Universities in Western Kenya. The Strategic Journal of Business and Change Management, 7(2), 20-39.

24. Obi, C.I. & Atueyi, C.L.(2022). human capital development on the Nigeria economic growth. International Journal of Advanced Academic Research, 8 (4) 109-122 www.ijaar.org

25. Obikezie, B.N & Dike, G.N (2023). Outsourcing Strategies and Organizational Performance in Manufacturing Firms in South-East, Nigeria. International Journal of Business & Law Research 11(3):86-102, July-Sept., 2023

26. Obisi, C., Samuel, R., & Ilesanmi, A. (2020). Influence of workforce planning on organizational performance in the manufacturing industry of Lagos, Nigeria. Global Business Review, 21(2), 404–417.

27. Oduwusi O. O. (2020). Employee training and development as a model for organizational success. International Journal of Engineering Technologies and Management Research, 5(3), 181-189.

28. Ohanyere, C.P Atueyi, C.L and Ibekwe A. O (2019). Impact of Human Capital Development on Economic Sustainability in Nigeria. International Academy Journal of Business Administration Annals, 7 (1) 68-77 arcnjournals.org

29. Osazevbaru, H., Okwuise U. 2, & Akpomiemie, P (20223). Human resources planning and organizational performance: telecoms in focus. International Journal of Management & Entrepreneurship Research, 5 (8) 67-78

30. Padhi, A., Mitra, A., & Paul, S. (2020). A study on the analysis of training and retention strategies in some selected IT sectors in Odisha. In 2020 International Conference on Computer Science, Engineering and Applications (ICCSEA), 1-5.

31. Prabhu, M., Thangasamy, N., & Abdullah, N. (2020). *Analytical review of competitive priorities for operations under manufacturing firms. Journal of Industrial Engineering and Management, 13(1),* 38-55.
32. Pruis, E. (2011). *The five key principles for talent development. Industrial and Commercial Training, 43,* 206-216
33. Rothwell, W. J. (2020). *Effective succession planning: Ensuring leadership continuity and building talent from Within. (4th Ed). New York: AMACON.*
34. Saleem, Q., Shahid, M. and Naseem, A. (2011). *Degree of influence of training and development on employees' behavior. International Journal of Computing and Business Research:* 1-13.
35. Tansley, C. T. (2011). *Talent strategy, management, measurement, chartered insititute of personnel and development. CIPD*
36. Ubah, C., & Ibrahim, U. A. (2021). *Examining the effect of human resource planning on the performance of public sector organizations: Evidence from Nigeria. International Journal of Research in Business and Social Science (2147-4478), 10(5),* 72–82.
37. Ugwu, F. I., & Hubs, Y. (2020). *Effect of workforce planning on the organizational performance of SMEs in Enugu State, Nigeria. International Journal of Advanced Research in Management and Social Sciences (IJARMSS), 9(2),* 52-77.
38. Vineeth, G. (2020). *The role of human resource planning in the human resource network. International Journal of Creative Research Thoughts (IJCRT),* 1-10. www.ijcrt.org
39. Younas, W., Farooq, M., Khalil-Ur-Rehman, F., & Zreen, A. (2018). *The impact of training and development on employee performance. IOSR Journal of Business and Management (IOSR-JBM), 20(7),* 20-23. www.iosrjournals.org