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STRATEGIC PLANNING AND MANAGEMENT OF HUMAN AND MATERIAL RESOURCES IN PUBLIC ORGANIZATION: AN OVERVIEW

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Key Words: Strategic Planning, Human Resources, Material Resources, Management, Public Organization.

Abstract

Strategic planning is a process of looking into the future and identifying trends and issues against which to align organizational priorities of the sector. Most formal organizations develop strategic plans to guide the delivery of an overall mandate and direct multiple streams of work. In the public organization, strategic planning implies the use of strategies to develop mechanisms to utilize available resources under the circumstances and risks that threaten the organization in achieving its stated goals; this is because the delivery of goods and services for the public purposes symbolizes an effective management of human and material resources. However, this paper views management as a means of running public organization along the desired needs of the society; while handling human and material resources and integrate them into a fruitful whole. The paper argues that public organization is established for providing quality basic amenities/services for the public with beneath intent of making life better whereas strategic management of human and material resources will ensure accomplishment of the organizational goals and objectives. In this wise, the paper maintains that the management is in charge of the processes of getting things done through human and material resources in the organization. Stressing further that since the management is vested with the tasks of strategically controlling or administering both human and material resources in accordance with effective managerial skills, and if management is the organization and coordination of the organizational activities/programmes in order to achieve the stated objectives; then this paper focuses on the concept of strategic planning, management as related to the public organization, human and material resources in the organization, as well as nexus between strategic planning and management of human and material resources in public organization. It was therefore concluded that strategic planning and management of human and material resources has become a viable tool for ensuring attainment of organizational objectives in public sector. Among others, it was recommended that the management of public organizational should be strategic in handling human resources to favour the organizational survival and better service delivery for the populace.

Introduction

There is no doubt that resource management is essential for realization of objectives of any organization, public organization inclusive. That is, the significant role of resource management in public organization cannot be underestimated in terms of efficient and effective deployment of resources at when due. Such resources may include financial, time, human and materials, human resources are still charged with the responsibility of managing other facilities towards attaining the stated objectives of

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organization. Olagboye (2014) observed that resource management in every organization is necessary owing to the fact that no any organization that possesses sufficient human and material resources, hence the need to effectively manage the available ones. Perhaps this explains why Atkin and Brooks (2015) conceived resource management in public organization as an integrated approach to operating, maintaining, improving and adapting the building and infrastructure of an organization in order to create an environment that strongly supports the primary objectives of public organization.

In other words, resource management is the development, co-ordination and control of the core specialist services necessary for public organization to successfully achieve its principal objective (American Library of Congress 1989, in Barrett, Ed, 2013). By implication, the definition incorporates the element of development as part of the functions of resource management, highlighting that it is part of a constantly changing environment in the core activities of an organization. That is, resource management provides a supporting management function to the core business of an organization as it concentrates on the area of interface between physical workplace and people; and requires a multi-skill approach to integrate people, place, process and technology in executing its support functions. The function could be as complex as strategic planning to as menial as cleaning services and a range of services in between.

In public organization, human and material resources constitute essential inputs, which create favourable working environment, facilitate interaction and enhance organizational performance (Oyesola, 2017). In essence, the organizational setting would not be meaningful and functional if required resources are not provided in adequate quality and quantity at appropriate times through the organizational administrative finesse (Uko&Ayuk, 2014). The International Resource Management Association (2013), described resource management as the practice of coordinating the physical workplace with the people and the work of the organization by integrating the principles of organization administration and architecture with the behavioural and engineering sciences. This culminates in the collective and participative decision-making process towards the selection, establishment and installation of organization plants; design of physical environment, halls and spaces; upgrading, innovation and purchase of new machineries and equipment, design and implementation of programmes and projects; backup and review of management policies, practices, rules and regulations.

To this end, human and material resource management in public organization plays a pivotal role in the actualization of objectives of organization thereby satisfying the physical and emotional needs of the staff and clients or customers. Accordingly, physical needs are met through the provision of safe structures, adequate sanitary facilities, a balanced visual and thermal environment, sufficient shelter space for work; while emotional needs are met by creating a pleasant surround, friendly atmosphere and an inspiring environment. Little wonder, Fenker (2014) maintained that effective resource management in organization involves a planned process to ensure that the buildings and other technical systems support the proper discharge of operations and services within the organization. In addition, there would be safety from danger, disaster and theft when resources are well managed, certain facilities, especially the ones in the laboratories, are delicate, dangerous, expensive and explosive. They need to be well managed in order to avoid the danger which would arise from their usage. Also, disasters such as flood and fire could be avoided if there is proper planning for safety precautions (Asiabaka, 2008). Simply put, human and material resources required strategic planning towards understanding the challenges, trends and issues; understanding who are the key beneficiaries or clients and what they need; and determining the most effective and efficient way possible to achieve the mandate (Harrell, 2016). In this sense, strategic planning drives focus, accountability, and results within the organization.

The statement above shows that strategic planning is commonly used in formal organization like public establishment. That is, most formal organizations develop strategic plans to guide the delivery of an overall mandate and direct multiple streams of work. Maola (2014) maintained that smaller organizations and firms create compatible strategies depending on their size and operational focus. In one hand, strategic planning fits into any organizations, which may need to think strategically so as to integrate, drive and connect to the predefined objectives of organization in most possible ways. On the other hand, strategic planning tools and

techniques can be aligned with individual's job and position. To this end, thinking and planning strategically at the personal level requires similar inputs, questions and approach, and develops one's capacity to participate in planning efforts for teams and higher-level positions. Being the latest form of planning in organizations, strategic planning has changed how organizations plan and implement their plans in different forms and activities (Marie, 2017). This explains why public organization keys into the tenets of strategic planning with a view to effectively managing human and material resources towards accomplishment of organizational targets.

Again, management of human and material resources implies overall management of the organization. However, public organization is also known as government establishment whereby the successful management of departments and agencies is an important factor for success of public policies and programmes as well as policy implementation and evaluation. In this wise, effective public organization management demands strategic planning to increase the efficiency and effectiveness of public services. Since public organization is established for the generality of citizenry, then strategic planning and management of human and material resources aid attainment of its intended objectives. Perhaps this explains why George (2015) described public organization as the principal actor in macro socio-economic policy making infrastructure and an architect of an enabling environment for national development. Hence, strategic management of public organization covers productivity management, and management of human, financial and material resources.

Invariably, public organizations are meant to provide services deemed essential for the governed. For Hood (2018), public organization is the public sector that focused on the provision of goods and services intended to benefit the general public and society at large. In support of this, Fagbemi (2016) described public organization as establishment being owned and operated by the government and being funded through the government in the form of taxes. However, its effectiveness is predicated on the level of strategic planning and management towards the human and material resources utilized in the organization. That is, if material resources are not provided timely, definitely staff (human recourse) dedication and performance will become peril. On the contrary, the manpower is not strategically sourced, then material resources will not judiciously used for realization of intended objectives. To this end, there is positive correlation between strategic planning and management of human and material resources towards attainment of organizational goals. However, the extent at which strategic planning and management of human and material recourses impact on public organization in Nigeria must be documented. Hence, this paper reviews the point of intersection between strategic planning and management of human and material resources with reference to public organizations Nigeria.

Methodology

This study is based on a qualitative approach and it is analyzed and synthesized using a narrative method that leans more towards organizational economics and strategic management principles. This approach is predicated resource-based theory of organizations in achieving objectives of public organization. The theory tends to appreciate unique resource of organization from being able to strategically manage human and material resources, thereby creating an added advantage for such organization to outperform and achieve intended objectives. In this sense, an attempt to improve pragmatic efficacy of public organizations in Nigeria require practicable principle such as resource-based theory in addressing strategic planning and management of human and material resources in the organization. To this end, the analysis and synthesis from literatures further unfolded the relevance of resource-based theory towards strategic planning in public organization with a view to ensuring effective management of human and material resources.

Working Theory

The discourse on strategic planning vis-à-vis management of human and material resources in public organization is predicated on resource-based theory of organizations as propounded by Barney (1991). The resource-based theory is a combination of organizational economics and strategic management principles to

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form a cohesive whole. Specifically, according to this view, an organization's competitive advantage and better performance are explained by the uniqueness of the resources possessed. The resources such as financial and natural resources, technology, and scale economies are examples of traditional resources of competitive advantage that may be used to provide value to organization. The resource-based argument, on the other hand, asserts that these resources are becoming more accessible and simplified to replicate. However, resource-based theory assumes that strategic planning and management of organizational resources, especially human and material guarantee the realization of organizational objectives.

Though the critics of this theory contend that the central tenet of the theory, which holds that resources are strategically important, uncommon, inimitable, and organizationally anchored as resources of competitive advantage, has not been experimentally verified (Sanchez, 2008). For instance, Kraaijenbrink, Spender, and Groen (2010) in their analysis and evaluation of the theory's detractors expressed the following views:

1. The resource-based approach has no consequences for management decisions: They believe that not all theories should have direct management consequences, despite the fact that the resource-based approach might be deemed to have an obvious influence.
2. The scope of application is restricted: The concept of uniqueness cannot be extended, and the resource-based approach can only be applied to small businesses that operate in stable conditions.

In addition, since it does not explain the purpose of the public organization's existence, it is not regarded as a public organization theory. It is not always possible to explain a public organization's prolonged competitive advantage only by examining the organization's valuable, uncommon, inimitable, and irreplaceable resources and competencies, as well as its organizational structure. Resource-based value does not take into consideration the role that individual judgment and mental models play in the evaluation and development of value. It is determined that the monetary value of a resource is too tiny to support meaningful theory, and thus;

i. The term "resources" refers to everything and everything. However, it does not understand the distinction between resources that serve as input and resources that facilitate the arrangement of such information. It makes no distinction between the numerous sorts of resources that may contribute to long-term competitive advantage.
ii. Barney's resource-based perspective reflects the fact that rival organizations may not perform at a level that could be identified as significant competition for well-established market players because they lack the necessary resources to perform at a level that poses a threat and creates competition.

To maintain its competitiveness in future market situations, an organization should exploit existing business possibilities while utilizing current resources while also improving and adding a new set of resources. Hence, public organization should practice strategic human and material resources management. There is always a high level of unpredictability in the organization environment, and more resources are essential for public organization to thrive and remain ahead of the competition (Crook, 2018). Therefore, the management of organization must ensure provision of necessary human and materials to properly examine the environment and prepare for any scenario that may disrupt the plans, thereby affecting the realization of organizational objectives.

Conceptual Clarifications:

This review paper will be constrained to discourses surrounding the concept of strategic planning, concept of management, public organization, human and material resources as well as nexus between strategic planning and management of human and material resources in public organization.

Concept of Strategic Planning

Strategic planning is a process of looking into the future and identifying trends and issues against which to align organizational priorities of the sector. Within the sector or organization, it means aligning a division,

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section, unit or team to a higher-level strategy. According to Henry (2017), in any organizational system, strategy is often about achieving a goal in the most effective and efficient manner possible. That is, strategy is about achieving a mission comparatively better than another organization in terms of service delivery in public organization. In this sense, strategic planning is about understanding the challenges, trends and issues; understanding who are the key beneficiaries or clients and what they need; and determining the most effective and efficient way possible to achieve the mandate (Harrell, 2016). By implication, strategic plan drives focus, accountability, and results within the system.

The statement above shows that strategic planning is commonly used in formal organization like public organization. That is, most public organizations develop strategic plans to guide the delivery of an overall mandate and direct multiple streams of work. Maola (2014) maintained that smaller organizations and firms create compatible strategies depending on their size and operational focus. In one hand, strategic planning fits into any organizations, which may need to think strategically so as to integrate, drive and connect to the predefined objectives of organization in most possible ways. On the other hand, strategic planning tools and techniques can be aligned with individual's job and position. In this sense, thinking and planning strategically at the personal level requires similar inputs, questions and approach, and develops one's capacity to participate in planning efforts for teams and higher-level entities.

Being the latest form of planning in organizations, strategic planning has changed how organizations plan and implement their plans in different forms and activities (Marie, 2017). In support of this, Alina-Daniela (2018) observed that strategic planning becomes organizational acceptable practice for the sake of excellence and effective response to the global variables accelerating and increasing organizational demands. Thus, strategic planning enables an organization to determine what it wants to operate accurately in the future and to know which systems it will work on. For Adams (2014), strategic planning is an essential element of corporate management at present; and is considered the stage of thinking that precedes the implementation of any work because the strategic planning represents series of decisions related to the future to achieve the goals set; and then positively affect the overall performance of the organization, which is the main result of strategic planning.

From the above, strategic planning is mostly used in formal organizations like public organization. This is because it is majorly concerned with defined organizational objectives. According to Mathew (2016), in order for the strategic planning practices to succeed, it is necessary to define a strategy that includes setting clear goals, prioritizing, providing material and human resources, predicting future prospects and different conditions, inclusiveness, realism, flexibility, follow-up, and evaluation. In this wise, strategic planning is practicable in different fields; and it encompasses many aspects and various areas, public sector and public organization inclusive.

Simply put, strategic planning in public organization implies the use of strategies to develop mechanisms to utilize available resources under the circumstances and risks that threaten organization in achieving its stated goals, because goods and services efficacy in terms of delivery time and client needs symbolizes an effective management of human and material resources (Lenie & Hanvoof, 2017). In this wise, strategic planning is a modern administrative approach that can be injected into the public organizations in Nigeria, since it promotes efficiency and effectiveness in the use of human and material resources in alignment with public sector vision, mission and objectives.

The statement above shows that strategic planning defines the policies and strategies necessary to achieve organization's vision. Perhaps Suleiman (2015) was right to have observed that strategic planning in public organization means the need to find and develop a comprehensive plan for a period of time to come, and maximize the impact of the use of resources in achieving the mission of the organization. By implication, strategic planning provides opportunity for the management to be prepared to work through organization's vision, mission and objectives without being thwarted by internal and external forces, but rather prepared to compete and achieve the profitability required while satisfying the needs of society in a more efficient manner. Therefore, the organizational management must design the relevant and workable strategic plan to

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achieve objectives and satisfy the clients' needs within the purview of available human and material resources in the organization.

Concept of Management

Management means the act of getting people together to accomplish desired goals. In the public sector, management means running the establishment along the desired organizational policies. It takes into account all aspects of the organization (materials and human resources, productivity, services, pogrammes, activities, equipment etc) and integrate them into a fruitful whole. Simply put, it means managing the affairs of an organization. There are various definitions of management depending on the perception of the scholar (see tab 1 below).

Table 1: Definitions of Management

S/N	Author's Name	Year	Perception
1.	Kinicki and Willianms	2018	Management is conceived as the pursuit of organizational goals efficiently and effectively by integrating the work of people through planning, organizing, leading, and controlling the organizational resources.
2.	Jones and George	2018	Management is the planning, organizing, leading, and controlling of human and other resources to achieve organizational goals efficiently and effectively.
3.	Williams	2018	Management is getting work done through others.
4.	Bateman, Snell and Konopaske	2018	Management is the process of working with people and resources to accomplish organizational goals.
5.	Gulati, Mayo and Nohrian	2017	Management is the act of working with and through a group of people to accomplish a desired goal or objective in an efficient and effective manner.
6.	Boddy	2017a	Management is the activity of getting things done with the aid of people and other resources.
7.	Boddy	2017b	Management is a universal human activity in domestic, social and political settings as well as in organization.
8.	Robbins and Coulter	2016	Management is the process of coordinating and overseeing the activities of others to ensure that their activities are completed efficiently and effectively.
9.	Daft	2016	Management is the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading, and controlling organizational resources.
10.	Certo and Certo	2016	Management is the process of reaching organizational goals by working with and through people and other organizational resources.
11.	Cole and Kelly	2015	Management is the coordinated activities involving forecasting, planning, organizing, deciding, commanding, directing and controlling human and organizational resources.
12.	Griffin	2013	Management is a set of activities (including planning and decision making, organizing, leading, and controlling) directed at organizational resources (human, financial, physical, and information), with the aim of achieving organizational goals in an efficient and effective manner.

Source: Adopted from Otuemhobe and Alade (2023).

From the table above, emphasis is placed on human and material resources to be properly coordinated so as to attain the objectives of an organization. In support of this, Anderson (2016) affirmed that management of public organization involves planning, organizing, directing and controlling the activities of the organization through the use of human and material resources so as to effectively accomplish the function of service delivery, community engagement, extension of work and wider coverage of goods and services for the purpose of achieving the aims and goals of such organization. As identified by Olaoye (2014), the essence of managing organizational activities cut across the following:

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- To attain the objectives of public service delivery;
- To ensure discharge of quality programmes;
- To best make use of human and material resources in the organization;
- To build team spirit among the staff;
- To facilitate professional growth of the staff;
- To bring out overall improvement and efficiency in the organization;
- To ensure development of the organization; and
- To operationalize good input-output model.

From the foregoing, organization's activities could be better managed through strategic planning and management of human and material resources of the organization. This is based on the belief that human and material resources are the major components of the public organization, which could be utilized in managing the whole tasks properly so that better results could be obtained and ultimate goodwill of organization enhanced.

Public Organization

Public organization also known as public enterprise is established for a designated function, intended to serve the general public. Established, handled and funded by the government, public organizations provide services deemed essential for the governed. In support of this, Hood (2018) described public organization as the public sector that focused on goods and services that are intended to benefit the general public and society at large. In other words, public organizations are owned and operated by the government as well as being funded through the government in the form of taxes (Fagbemi, 2016). For this author, there are four (4) basic features of a public organization:

i. Public organization employers and agencies do not aim to make a profit from the goods and services they provide. These services are provided for the good of the public.
ii. Funding is usually generated in the form of taxes and fees, rather than through private investment. In some cases, funding can be generated in other ways, but the government is always either the sole owner or majority shareholder of a public organization.
iii. Public organization seems not to be competitive with other companies that render similar services unlike private organizations whereby competition for profit drives changes and adaptations.
iv. The focus of public organization is on infrastructure and essential services for the public such as provision of education, portable water, electricity, security of life and property and so on (Fagbemi, 2016). In this sense, public organization provides some of the most vital services in society thereby ensuring that the populace get quality education, access good health service delivery, make other utilities available at no or subsidized cost, and upgrade as well as maintenance of infrastructures.

For scholars like Kozuch (2017), public organizations are entities of the public sector under the federal, state or local government institutions and their organizational units implementing public tasks. This explains why the objectives of public organization make them standout within the locality as they ensure the proper functioning of the state, security, environmental protection, health, the state economy control, implementation of public tasks by way of meeting collective needs of local communities (Wytrazek, 2011). Evidently, public organizations are often conceived as government administration bodies, state control and law protection bodies whose duties among others are regulated by legal provisions (Johnson, 2013). Besides, it is important to note that public organizations implement several goals at the same time, therefore their structure is complex. Perhaps, this explains why there are government structural processes for service delivery whereby entire citizens are reached through same procedure for equity and fairness in public management. Hence, the management of public organization requires strategic planning of human and material resources so as to attain the organizational stated objectives.

Human and Material Resources

Again, the main components of any formal organization are human and material resources. Human resources include entire manpower in its right quantity and quality needed for the smooth running of the programmes and activities while the material resources are adequate infrastructural, and equipment or facilities needed for operational optimization. The adequate availability and judicious utilization of these resources determine

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the success or failure of the organizational programmes. In fact, scholars in public administration have contended that if human and material resources are properly managed, it serves as important source of competitive advantage to the sector (Ali, 2014). That is, strategic planning and management of human and material resources can bring about progress in the public organization in terms of coverage of goods and services delivery, relevance, productivity, number of employees, physical expansion among others.

In this wise, it is important to reiterate the role of strategic planning towards productive human and material resources utilization in the public organization. Of course, material resources in the organization refer to any systematically organized facilities designed to provide a specific level of interface with other workers including office blocks, fixing and furniture, equipment, production materials, computer software, digital content materials and complete digital material package among others. By and large, human resources leverage on adequacy availability of material resources for realization of organizational objectives in the sector. According to Babayaro (2015), material resources make quality production and adequate service delivery to be achieved within a stipulated period of time. For Ibeneme (2016), material resources are geared towards harnessing creativity and professional skills of workforce in a bid to realize the objectives of organization. Simply put, without required quantity of material resources, human resources efforts may not be productive, not talk of achieving the organizational objectives.

On the contrary, human resources, more than any other resources, determine the success or failure of public organization. According to Duke and Udono (2012), in any private or public organization, it is human resources that carry out both the administrative and operational functions, they use available material and financial resources to implement programmes and provide services so as ensure attainment of organizational objectives. For Arinola (2016), human resources are the most vital resources for smooth running of the organizational programmes and activities; as they are responsible for each and every decision taken, each and every work done and success or otherwise in the organization. Arguably, if material resources are not provided, it will be extremely difficult for professional and experience staff to carry out his/her job descriptions; but availability of sufficient materials does not automatically translate to successful organizational programmes without strategical planning and management of human resources. Therefore, there is the need for strategic planning in the public sector to ensure adequate and timely provision of material resources and effective management of human resources towards realization of organizational objectives.

The assertion above explains why strategic planning and management of human and material resources is an essential means to increase organizational productivity and ensure a true strategic partner by contributing to the organization and work design challenges that enables organizational growth. In support this, resource management and organization management theories suggest that appropriate use of resources enhances effectiveness and organizational growth (Authur, 2014). By implication, management needs to exploit the available resources within its disposal as a means of achieving organizational goals and competitive advantage.

In other words, strategic planning and management of human and material resources has become an interesting concept for managers across various fields, especially in the public sector setting where resources are grossly inadequate for smooth conduct of the organizational programmes/activities. Also, Inyang (2015) observed that persistent change in today's society has prompted the adoption of strategic planning for achieving competitive advantage. The author stressed further that modern organizations require strategic management of complex array of resources to grow, survive and achieve the ultimate mission and objectives that informed its creation or existence. For Khan (2017), strategic resource management has been recognized as a viable tool to organizational efficacy and sustainability.

Again, management of resources at the public sector level is a strategic and coherent approach to the organization of the most valued assets- materials, finances, timing and manpower who individual and collectively contribute to the achievement of its objectives (Armstrong, 2016). Perhaps Storey (2018) was right to have described public organization resource management as a set of interrelated policies with an ideological and philosophical underpinning. In this contemporary stage of our society, the importance of resource management holds the key to the growth and attainment of organization objectives. Therefore, strategic planning and management of human and material resources as a new paradigm shift in the public organization management helps in outlining material resources and aligning the skills present in human resources with the stated organization vision, mission and objectives.

At this juncture, it could be said that strategic planning and management of human and material resources is at the center of public organization success since human resources are well-positioned to judiciously utilize material resources of the organization. In this context, organizational resources are the inputs or the factors

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available to an organization which help to perform its operations or carry out its activities in a way that ensures accomplishment of its intended objectives. For Grant (2019), strategic management of resources requires a lot of hard work on a continuous basis; whereas any organization that recognizes the crucial role of strategic resources management will invariably have its objectives realized.

Nexus between Strategic Planning and Management of Human and Material Resources in Public Organization

It is important to say that organization management is vested with the responsibility of designing and applying a workable strategic plan that will guarantee attainment of the organizational objectives. Generally, the following are suggested for effective strategic management plan in the public organization:

1. Seek for Necessary Information: The first stage in strategic planning is to gather the information needed to understand and identify the issues, challenges and trends that will shape and affect the organization programme/activity. This is not limited to but include consultation with a number of key stakeholders and target consumers/clients in the community. The information gathered will help to shape the organizational mission and objectives with a view to serving optimally.
2. Internal SWOT Analysis: After looking outward, it is important to understand the issues within the organization that may affect the strategy. For instance, a public organization must have a selling point that will attract clients, consumers and customers from near and far places and reposition the organization above other competitors in the industry.
3. A Concise Mission Statement: After analyzing external and internal inputs, organizational management should outline the overall direction and goal for the organization. Vision statements play the role of a strategic 'north star' providing focus and long-term alignment.
4. A Brief Statement of Objective: It is important for management to state the organizational objectives so as to direct and harness staff performance.
5. Measurement of Performance: Performance measures play a vital role within a strategic plan in determining how well the organization is progressing towards achievement of each objective. It also helps to focus management discussion on the right issues related to achievement. Over time and through use, it is expected that measures are reviewed and refined whereby some may be dropped, new ones are added and others may be edited.
6. Risk Management: Managing risk is a key part of effective strategic planning. Risk management has to do with identification and mitigation of risks, which would hamper the successful execution of a strategy such as policies/regulations, religion, politics, climate, etc.
7. Finally, a consciously developed strategy should be considered and effectively used as a management tool towards achieving organizational objectives. Though strategic planning review is suggested to address grey areas, ensure individual accountability and drive desired results.

Conclusion

From the foregoing, it could be said that strategic planning and management of human and material resources has become a viable tool for ensuring attainment of organizational objectives in public sector. By and large, it is evident that organizational management perspective has shifted to strategic planning while handling human and material resources for realization of organizational objectives. Of great importance is the fact that public organizations ought to key into the concept of strategic planning to effectively reposition and manage human and material resources so as to achieve the organizational objectives. To this end, in order to navigate the challenges of modern organizational environment, public organizations should drive their cure services by strategic planning and management of organizational resources.

Recommendations

In line with position of this reviewed paper, strategic planning is central to effective management of human and material resources in the public organization, it is therefore recommended as follows:

1. Organizational management should be strategic in handling human resources to favour the organizational survival; for instance, engagement variables such as competence, attitude, experience, commitment, and placement are very essential to realization of organizational objectives.
2. The management of public organization should make the environment conducive for workers by providing necessary material resources to facilitate effective service delivery. The management

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should always remember that private organizations are competing with them, therefore both human and material resources should be strategically positioned to defeat competitors.

3. Also, in an attempt to attain organizational objectives, the human resources should be properly supervised and staff training must be maintained. Being a public sector, it should be remembered that one of the major problems of public organizations is poor supervision and inadequate staff training. In order to get the best from staff and judiciously use materials, supervision and staff training must be regularly done.
4. Again, every public organization should adopt strategic planning as an inner drive of managerial approach in handling organizational programmes and activities especially towards managing material resources so as to ensure good public service delivery in Nigeria.

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