Examining the effect of human resource planning on the performance of public sector organizations: Evidence from Nigeria

Chizomam A. Ubah ^{(a)*} Umar Abbas Ibrahim ^(b)

^(a) Research Student, Department of Business Administration, Nile University of Nigeria, Abuja Nigeria

^(b) Ph.D., Senior Lecturer, Head of Department, Department of Business Administration, Nile University of Nigeria, Abuja, Nigeria

ARTICLE INFO

Article history:

Received 07 July 2021

Received in rev. form 24 July 2021

Accepted 26 July 2021

Keywords:

Human Resource Planning, Political interference, Recruitment and Selection, Workforce, Performance

JEL Classification:

O15, P36

ABSTRACT

The study examines the effect human resource planning has on the performance of public sector organizations in Nigeria. The study adopted a cross-sectional survey research design with the collection of primary data using a questionnaire that was administered to 100 employees in the human resource department of the Ministry of Works and housing in Abuja, Nigeria. Correlation analysis using Pearson correlation was employed to determine the relationship between the variables and regression analysis was used to analyze the hypotheses with the aid of the IBM statistical package for social sciences. The result findings revealed that the multiple correlation coefficient indicates a strong correlation between the variables ($R = 0.779$), and that projected demand for workforce and recruitment and selection account for 60.7% of the total variation in organization performance. Of the two variables used, the recruitment and selection process account for the highest contribution in organization performance. Effective human resource planning in terms of projected demand for workforce and recruitment and selection will enable institutions to attract the right kind of people in the right numbers, improve employees' expertise, talents, and abilities, and keep them in the business. The study recommends that the recruitment and selection process should be open and transparent with little or no political interference to allow for the selection of applicants with the right expertise and skills into the workforce.

© 2021 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

Introduction

Human resources, not money, profits, or material resources, are the ultimate foundation for a country's prosperity; this is to say that a nation's wealth can be measured in terms of the production and application of human capital, expertise, and knowledge (Pamela, Umoh & Worlu 2017). Human resources are the most significant of all the resources that an agency or country needs. As a result, while other production factors are significant, human capital are more important than any other factor (Nondoh, Tsuma, Alala & Onyango 2020). The majority of industrial growth comes from investments in people and changes brought on by better people, rather than from more capital spending (Mkandatsama & Nyahete 2017). To put it another way, creativity or the process of transition from a stagnant or conventional culture necessitates a significant amount of human resource planning. In developing countries, Nigeria for instance, one of the reasons for planning is to accelerate performance. However, the performance of every institution, private or public, is primarily dependent on the performance of its employees, and to achieve this performance, the organization's human resource planning must be controlled and managed (Pamela et al., 2017). The synergistic effect of the human resource planning practices cannot be gain said in achieving high performance of public institutions (Nondoh, Tsuma Alala, & Onyango 2020).

All organizations, both private and public, have human resource department saddled with the responsibility to manage employees in the areas of healthcare, training and development, record keeping, promotion and advancement, benefits and wages, compensation and rewards, and the Federal Ministry of Works and Housing is not an exception. Since its inception, human resource planning has enabled workforce planning that anticipates and provides for the movement of people in and out of workforce (Staki 2018). Its

* Corresponding author. ORCID ID: 0000-0001-8971-3987

© 2021 by the authors. Hosting by SSBFNET. Peer review under responsibility of Center for Strategic Studies in Business and Finance.

<https://doi.org/10.20525/ijrbs.v10i5.1289>

primary aim is to allow the working group to optimize the use of its personnel to ensure that the right number of staff, with the right skills, is available at the appropriate time for the job in the appropriate correct positions. Human resource planning supports organizations in implementing their organizational goals in the short and long term, thus making human resources planning a key component of every working group's strategic plan (Edeh & Dialoke 2020). Going forward, the human resources department, in order to enhance its performance and build a strong competitive advantage, must concentrate on a new set of goals that are more corporate and strategic (such as projected demand for workforce, team-based work design, agile employee workforce, improving quality practices, empowering employees and compensation) and less geared towards conventional human-reserve roles like performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training (). Such human resource planning is to involve determining who will do what, when, where, how, and with what resources for which population group or individuals, so that the information and skills required for optimal results can be made available in accordance with predetermined policies and timetables. This planning must be a continuous process rather than a one-time event, and it must be monitored and evaluated over time (Mbiu & Nzulwa 2018).

This goal can only be achieved if there are enough employees in the Ministry with the right skills and expertise in the areas of Works and Housing. It is therefore, important for the ministry to project demand for its workforce and undergo the right recruitment and selection process for its employees. This is thus the motivation behind this study which is to examine the effect of Human Resource Planning on the performance of public sector organisations using Federal Ministry of Works and Housing, Nigeria as a case study.

In the daily operation of the organization, human resources planning plays an important role; it is a crucial element for a successful business (Haile 2019). Improper Human Resource Planning has been indicated to affect the low performance in the Nigerian public sector (Adiele & Ibieta 2017) and this was traceable to recruitment of incompetent labour, poor coordination and unsystematic approach to training in the sector and inadequate performance appraisal of goals. The Nigerian public service scorecard remained low performance and inefficiency, despite numerous government initiatives and efforts (Obi-Anike & Ekwe 2014). According to Shikha and Karishma (2012), cited in Edeh and Dialoke (2020), one of the major causes of underperformance in most service organizations is the failure of human resource managers to find the right workers for a specific job role within the company. It is important for institutions to have the right amount of manpower in order to prevent undesirable situations such as manpower shortages and excesses (Parker & Caine (2006) as cited in AL-Riyami & Banu (2019). Though most vacancies requirements for employment in Ministries are made clear to the general public and staff however, the recruitment and selection process is not open and transparent. Thus, the issues or obstacles faced by the most current company are the consequences of ineffectively planned human resources.

Given the essential role of HRP in taking the Nigerian public service to an enviable height, there will undoubtedly be a problem if those who are to carry out government policies in the ministry of works and Housing are not well selected and trained which will definitely affect the attainment of the Ministry's goals. According to Brunetto and Beattie (2020), there is need for an additional skill to be set for public servants, such as housing managers and planners in Federal Ministry of Works and Housing to be able to collaborate with local communities as allies instead of as detached 'experts'.

HRP in public sector is significantly under-researched compared to corporate HRP (Brunetto & Beattie 2020). HRP activity is not common in the public sector, as is the case in the private sector; literature on how HRP is carried out in public sector organizations is limited to date. While the transition from conventional public sector management models to the approach on resources (RBV) suggests a need to emphasize the key role of the Human Resource Management (HRM) function, in the current managerial literature, the issue of the effect of the HRP on public sector organizations continues to be largely unanswered. Thus this study is set to fill the gap to investigate the effect of Human Resource Planning on performance of public sector organizations.

The specific objectives are: (i) investigate the impact of projected demand for workforce on goal achievement of Federal Ministry of Works and Housing, Nigeria; (ii) ascertain the effect of recruitment and selection on goal achievement of Federal Ministry of Works and Housing, Nigeria.

Following the development of the objectives, the research questions to be addressed are: (i) To what extent does projecting demand for workforce impact on goal achievement of Federal Ministry of Works and Housing, Nigeria? (ii) How does recruitment and selection affect the goal achievement of Federal Ministry of Works and Housing, Nigeria?

The hypotheses that will be tested are stated in the null form as:

- i. *There is no significance effect of projected demand for workforce on goal achievement of Federal Ministry of Works and Housing, Nigeria.*
- ii. *There is no significance effect of recruitment and selection on goal achievement of Federal Ministry of Works and Housing, Nigeria.*

The following sections are organized as follows. The following section presents the conceptual framework and model followed by the theoretical framework and empirical review of the study. The third section specifies the methodology used in our research. The fourth section analyses our main findings, the fifth section discusses the results, and the final section concludes the present study by highlighting the main contributions and suggestions for further studies.

Literature Review

Theoretical and Conceptual Background

The Concept of Human Resources Planning

The process of ensuring that a company's resources are used effectively in order to achieve its objectives is known as organizational efficiency (George, 2017). Salau, Adeniji, and Oyewunmi (2014), cited in Edeh and Dialoke (2020), define organizational success as a firm's ability to achieve its goals through employee retention, a diverse management style, internal work motivation, greater commitment, job satisfaction, and career opportunities. Financial stability and productivity may be used to assess organizational performance, but when it comes to human resource planning, other factors such as quality and effectiveness, employee engagement, work satisfaction, and employee trust are taken into consideration (Cho, Soah, Almahir & Chokrat 2015). For this study, subjective measure of organizational performance is used the perception of employees on organization performance is used for the analysis.

Human resource planning, according to Anyadike (2013), is the process of deciding and ensuring that the company will have a sufficient number of eligible persons available at the appropriate time, performing jobs that fulfil the organization's needs while also providing satisfaction to the individuals involved. opined that human resource planning is a dynamic, evolving process involving several interconnected activities that must be changed and revised as circumstances change. It entails the preparation and implementation of human resource programs such as recruiting, performance evaluation, and training to ensure that the organization's people's needs are addressed. This role should be formally referred to as "human resource planning and action programming." Furthermore, human resource planning necessitates a thorough examination of the past, current, and future to ensure that the company has the appropriate number of people on hand with the appropriate qualifications to perform the jobs necessary when they are needed. Effective human resource planning means that enough manpower, with the right mix of expertise, is available in the right places at the right times, performing their work. As a result, human resource planning provides guidance, reduces complexity, reduces waste, and establishes expectations. As a result, according to Yesufu (2006) cited in Staki (2018), no operations can be carried out without prior planning, just as nothing can be accomplished in any organization without first deciding its human resource requirements. Staki (2018) states that recruitment refers to the set of activities and processes used to obtain an adequate number of the appropriate type of personnel at the right location at the right time so that it can select suitable persons (Staki 2018) but selecting is the process of collecting information in order to evaluate and determine who is to be recruited for short-term work (Obi, 2015). This means that recruiting and recruitment enable a company to acquire a pool of eligible candidates from which to pick and work most critically in an organization's results (Nondoh, Tsuma, Alala, Onyango 2020). While wrong recruitment decisions continue to impact organizational performance and restrict the achievement of goals, it is recognized and agreed that a lot of efforts should be put into recruitment and selection practices (Randall, 1987) cited in Akuamoah, Amedagbui, Buabasah & Letsa - Agbozoseph, (2016). The consistency of the recruitment and selection process is an important factor in the organization's performance.

Researchers have carried out human resource planning research with various contingent variables and in various economic sectors. The impact of human resources planning on public university operations in the western region of Kenya was evaluated by Nondoh, Tsuma Alala, and Onyango (2020), which recorded 53.5% of the performance of public universities on outsourcing, recruitment and selection (adjusted R Square=0.535). The study reported that coefficient for Outsourcing is 0.284 and that of recruitment and selection is 0.623; both contributing to the rejection of null hypothesis. AL-Riyami and Banu (2019) examined the effect of human resource planning on organizational n the Sultanate of Oman's government ministries It looked into the main determinants of human resource planning in Omani ministries that could influence organizational success. The study population consisted of 20 respondents from the Ministry of Health and the Ministry of Agriculture and Fisheries' human resources and human development departments. The researcher circulated a questionnaire and obtained and evaluated data using to achieve the study's objectives. Based on descriptive statistics and correlation analysis, a systematic analysis was carried out. Mbiu and Nzulwa (2018) investigated the impact of human resource planning on employee efficiency in Kenya's national government. Their findings revealed a positive significant link between the Council of Governors of Kenya's recruitment and deployment, training and growth, talent retention, succession planning, and results. Anya, Umoh, and Worlu (2017) investigated the connection between human resource planning and organizational success in Port Harcourt's oil and gas companies. Human resource planning has a positive significant relationship with organizational efficiency, which is moderated by organizational structure, according to their findings. Mkandatsama and Nyanhete (2017) used state universities in Zimbabwe as a case study to examine human resource planning in Zimbabwe's crumbling economy. Human resource planning in Zimbabwe's state universities is hampered by a shortage of financial capital, which is exacerbated by the country's weak economy, according to their findings. In Kenya, Maina and Kwasira (2015) investigated the impact of human resource planning on employee success. Their findings revealed that employee attraction and retention moderate employee performance.

In all these reviewed studies, it is evident that human resource planning has significant relationship with organizational performance. However, these studies were not carried out in the same geographical location as the current study, a major gap which has to be filled in addition to the variables being selected – projected demand for workforce and recruitment and selection – for the measures of human resource planning; such combinations have not been empirically investigated considering the case of a public institution in Nigeria – Federal Ministry of Works and Housing.

Concept of Organizational Performance

Performance refers to the outcome of an operation. George (2017) described performance as "the act of effectively doing something with information rather than just getting it." A performance is an event in which one group of people (the performer or performers) act in a specific way for the benefit of another group of people. Performance on the part of the workforce is the driving force behind the survival of any business firm. George (2017) is of the view that well performing employees contribute to the efficiency and success of the organization. So, performance is crucial for the organizations and making strategies to improve performance and measuring it from time to time is a basic step that is to be taken.

According to Pritchard (2002) as cited in Adiele and Ibieta (2017), public sector performance is difficult to measure since performance is typically measured with regards to the output. It is much more difficult to measure where the service being provided has no monetary value or where services are provided generically to wide range of consumers. In the public sector, such as the Federal Ministry of Works and Housing, the overall objective is to ensure achievement of goals, service delivery, transparency and improved conditions of service and performance. (Olaopa, 2008 in Okorie and Odo, 2014). For this study, the performance of public sector is measured in terms of goals achievement. The dependent variable is the organizational performance shown by high performance, reliability, achieving objectives and quality of service. To accomplish an organization's objectives, HRP has a huge effect. The empirical review is done in line with these assertions. Figure 1 shows the conceptual framework of the study, the relationship between the independent variable and dependent variable.

Figure 1: Conceptual framework

Theoretical Framework

Resource Based View (RBV)

Resource Based View Theory (RBV) underpins this study because the RBV assumes that an organisation uses resources to leverage the opportunities available and in neutralizing any hazard. Many who promote this theory (Daniel 2019; George 2017) conclude that every organization's success is essentially determined by its resources (Mutua 2019). The tools used by organizations to achieve set goals can be classified into physical, human and organizational resources (Selzinick & Recardo, 2007). Human resources include all employees, all preparation, gained experience, understanding, expertise, skills, knowledge and their special skills. HR is one of the internal advantages according to this theory (Mutua 2019), which the Federal Ministry of Works and Housing has if properly utilized.

In this study, the theory will be used to assess how human resource planning in Federal Ministry of Works and Housing contributes significantly to the overall organizational performance. The theory presumes that owning unique and valuable resources that are difficult to replicate can allow an organization perform effectively (Takeuchi, 2007). The employees are considered to be equivalent to other resources in the company that builds a human capital pool that encourages desired behaviour that allows the company to achieve its objectives (Boxall & Steeneveld 2001; Mutua 2019). HRP assists organizations in determining if they have a sufficient supply of resources in order to improve performance. HRP contributes to an organization's progress by ensuring that it understands the work environment and how it relates to its poor performance. If an entity does not accept HRP, it will find itself with holes in its legal framework (Mutua 2019). As a result, vital positions become vacant. HRP helps businesses organize their human resource expertise and connect them to performance-based delivery; in this study HRP will assist top managers in Federal Ministry of Works and Housing organize workers according to their capabilities with a view to improve performance.

RBV believes that organizations can coordinate and connect all of their human resource skills to performance-based delivery. The Federal Ministry of Works and Housing will be able to ensure proper attraction, recruitment, and retention of skilled and experienced workers with desired skills and expertise by implementing HRP effectively. This would offer the Federal Ministry of Works and Housing an advantage over other departments that could be vying for the same workers.

Empirical Review

Recruitment and organizational performance

In the Nigerian banking sector, Daniel (2019) investigated e-recruitment and its impact on organizational success. A one-time survey was conducted in two Nigerian commercial banks using qualitative research methods. With the aid of the Statistical Package for Social Science, primary data was analyzed using regression analysis and Pearson Moment product coefficient techniques (SPSS). The internet, newspaper advertisements, TV/radio advertisements, transfers, and promotions were found to be the most common ways of recruitment in this report. According to the findings, e-recruitment is an essential part of human resource management and therefore a foundation for an organization's performance and progress. The study concludes that automating the recruitment and selection process by combining e-recruitment tools with current recruiting practices provides human resource hiring managers and line managers with more knowledgeable and cost-effective procedures. Using e-recruitment tools to implement the following best practices ensures that companies are effective in finding and retaining talented individuals.

At Kisii University's main campus, Anyango, Walter, and Muya (2018) investigated the impact of recruitment and selection on organizational success. It was aimed at 226 instructors and 7 management personnel. The sample size for the teaching staff was 144, which was measured using Slovin's sample size model. The entire management team of seven was sampled. Purposive sampling was used to select members of management, while stratified random sampling was used to select teaching staff from various schools and faculties to participate in the sample. Teaching workers' data was gathered through questionnaires, while management data was gathered through interviews. Tables, statistics, and narratives were used to display the data, which was analyzed qualitatively and quantitatively. According to the findings, there is a connection between recruitment and selection criteria and organizational efficiency. The analysis also showed that the requirements for recruitment and selection were not equitable. As a result, the research suggests that the university follow a fair and open recruitment and selection policy.

Using a descriptive survey study design, Oaya, Ogbu, and Remilekun (2017) investigated the impact of recruitment and selection policy on employee performance in the real sector. To determine the degree of relationship between recruitment/selection strategy and employee results, the "one sample T-test" was used as an inferential statistic. According to the findings, using a recruitment firm and internal employee recommendations in the recruitment/selection process allows organizations to hire dedicated and effective workers, while recruiting through the power of the host group results in inefficiency. The study concludes that organizations can use employment agencies in the recruiting and selection process, but they must be willing to share the job description and responsibilities with them. Accepting referred applicants for jobs from dedicated and successful workers was also recommended because it improves employee mentoring, supervision, obedience, and coaching. It was also recommended that recruitment/selection be focused on the applicants' ability to fulfill job roles rather than considerations based on host group factors.

Sunday, Olaniyi, and Mary (2015) looked at how recruitment and selection affected organization performance. Via the use of a questionnaire, the study obtained information from twenty (20) respondents among the staff of Access Bank's Odogunyan branch. The findings revealed that advertising job vacancies to the general public, using employment agent(s), and employee referrals are the most common methods for recruiting potential employees. It was also discovered that the method used in the recruiting and selection process was very effective and, moreover, helped improve employee performance. One of the recommendations made was that all new workers should be handled equally during the recruiting and selection process, and that employees should be evaluated on a regular basis to ensure that they continue to progress. Amadu (2014) used a case study of Naja David Veneer and Plywood Limited to investigate the impact of recruitment and selection policies and practices on organizational performance. The investigation centered on the company's plymill, sawmill, and administration departments. Respondents were chosen from the company's management and senior staff groups. Both primary and secondary data were collected using questionnaires and interviews. The data was also analyzed using both qualitative and quantitative approaches. According to the findings, Naja David Veneer and Plywood Limited has a policy and procedures in place for employee recruitment and selection. Internal recruiting techniques were often used to fill vacant roles in the business, according to the report. The study found that socio-cultural factors and bias are the most significant challenges affecting NDVPL's recruiting and selection practices. The study discovered a connection between NDVPL success and recruitment and selection methods. As a result, it was proposed that other recruitment sources, such as foreign, be given equal attention in order to ensure the supply of trained and much-needed external skills for NDVPL's growth and development. Abomeh (2013) examined the effect of recruiting practices on the success of organizations in Abuja's hospitality industry. This research study is interested in the efficacy of recruiting strategies in the process of finding the best candidate to help a hospitality company achieve its goals. The current inability of hospitality businesses to attract and retain best-fit employees with the right experience, skills, and altitude to direct the day-to-day operations of the company, as well as high turnover of hospitality employees, and how best recruiting practices can positively impact organization success in the hospitality industry, are the major issues of this research. The Nigeria tourism development corporation has classified the hospitality industry into three major categories (five star, three star, and one star). Data was collected from twelve hospitality organizational units, including directors, managers, and supervisors, using a survey

questionnaire administered in hospitality facilities with four numbers for each of the three levels of the Nigerian hospitality industry (five star, three, one). The data was analyzed using the weighted mean factor. According to the report, for a hospitality company to be competitive, it must maintain good employees, gain employee and guest/customer loyalty, and increase market share, all of which can be accomplished by employing best practices in employee recruitment.

In the Osu Klottey Sub-Metropolitan Assembly of Greater Accra, Ghana, Afriyie, Blankson, and Osumanu (2013) investigated the impact of human resource management activities on the efficiency of Small and Medium Hotels. The thesis employed a descriptive survey design. A total of 200 respondents were selected from a total population of 501 full-time hotel employees using stratified and simple random sampling techniques. The research was driven by a questionnaire, an interview schedule, and a conversation schedule. The responses were presented using frequency tables and charts. The hotels' performance was evaluated using Person's correlation. The associations between hotel results and recruitment and selection practices were statistically significant at $\alpha = 0.05$, which was a major finding. These findings suggest that the selection processes have a minor but positive impact on the hotel's results. Some recommendations were made based on the results, resulting in a new and improved efficiency.

Training and organizational performance

Adiele and Ibieta (2017) used the Human Capital Theory to investigate the effect of manpower training on efficiency in the Nigerian public sector. The paper found that insufficient and ineffective skill development can be traced back to the predominance of conventional learning styles and techniques in Nigeria's training processes and school system, based on secondary data and textual research. Inadequacies in financing, inadequate coordination of training initiatives, faulty training needs evaluation, and ineffective methodology for implementing training programs are all major roadblocks to public sector effectiveness, according to the findings. It is recommended that specific and well-coordinated training needs/programs be implemented in the Nigerian public sector in order to increase employee productivity over time. The secret to a sustainable public sector in Nigeria is merit-based hiring criteria and techniques based on the use of qualitative methods and sufficient funding. Other suggestions made are also capable of resolving the obstacles to manpower training and competitiveness in Nigeria's public sector.

Akinseye and Philip (2016) studied the impact of manpower preparation on the performance of public sector organizations. This study's methodology was focused on a survey research design approach. This research entails the distribution of 300 questionnaires to ten (10) companies chosen for the study. The data from the questionnaire was analyzed using descriptive and inferential statistics such as frequency tables, percentages, and Chi-square. These companies were chosen using non-probability sampling (specifically purposive sampling), and the data collected from the questionnaire was analyzed using descriptive and inferential statistics such as frequency tables, percentages, and Chi-square. Since the measured Chi-square value (128.000) was lower than the Chi-square tabulated, the results of the studies indicate that there is a significant association between manpower training and improved employee efficiency (9.488). The study concludes that management should ensure that manpower training is both effective and successful, as this will have a positive impact on employee efficiency. Igbokwe-Ibeto, Osadeke, and Anazodo (2015) investigated the impact of workforce planning and development on the performance of the Lagos state civil service. The sample population was chosen using a multiple stage sampling method, which relied on both primary and secondary data. The information was provided in the form of a frequency bar chart and a simple percentage. The hypotheses were tested using Pearson's Product Moment Correlation Coefficient (PPMC) statistical method. The study's findings indicate that the essence of manpower preparation and growth curriculum has a positive impact on the civil efficiency of Lagos state. It also shows that manpower preparation and growth has a positive impact on achieving the Lagos state target. It can, among other things, upgrade its current manpower planning strategy and continue to update its manpower development curriculum in line with global best practices to improve service efficiency. Alfa (2015) investigated whether employee training and development improves work performance in service organizations, with the aim of determining the adequacy of the training and development program offered to the employees of the Power Holding Company of Nigeria (PHCN) in Zaria. The analysis relied on primary data, which was gathered by the use of questionnaires. The thesis used a descriptive analysis approach and the device theory as its foundation. Three research questions and hypotheses were presented to direct the analysis. The study used a sample of 154 respondents from a total population of 250 employees at the Power Holding Company of Nigeria (PHCN) Zaria as a case study. The respondents were chosen using a simple random technique. The chi-square coefficient was used to assess the statistical instruments used to evaluate the hypotheses' validity. The major findings revealed that all of the variables have a positive correlation. The independent variables account for 39.1 percent of the variance in organizational efficiency, according to the model overview. The study also reveals that a lack of skilled staff, equipment, and widespread corruption, especially among health workers, have a significant impact on the performance of the PHCN. Employees must be inspired during training programs, according to the report, for training and development to have a positive effect on organizational success. It was suggested that the company implement an incentive scheme for exceptional results in order to encourage workers to give their all during each training session. And, both internally and externally, the company must be successful in integrating capital, both physically and mentally, in order to produce high production or efficiency.

Obi-Anike and Ekwe (2014) investigated the essence of the relationship between training/development and organizational effectiveness in the Nigerian public sector, as well as the influence of training/development on organizational success. The questionnaire was distributed in a total of 66 copies. 55 were completed and returned on time, while 11 were not. The descriptive statistics were used to present and interpret the data collected in the field, while the chi-square, Pearson's Correlation, and linear regression were used to test the hypotheses. There is a positive relationship between training/development and organizational

effectiveness, according to the findings. The benefits of training and growth in the public sector include increased work satisfaction and lower employee turnover. The impact of training/development on organizational success is inter-personal and teamwork. The study concluded that successful training is an investment in an organization's human capital that yields both immediate and long-term benefits. However, simply investing in training programs is insufficient; companies must also manage training programs more efficiently in order to maximize the value of their investment. According to the report, companies should make employee training and growth a routine practice. More than only basic skill learning must be included in training. To put it another way, if you want to use preparation to achieve a competitive edge, you should think of it as a way to build intellectual capital.

Al-Qudah, Osman, Ab Halim, and Al-Shatanawi (2014) investigated the human resource (HR) preparation, training, and development in the Government Ministry of Jordan in order to improve organizational efficiency. It looked into the factors that influence Jordanian ministries' HR preparation, training, and growth. There were 166 respondents in the survey, who worked in the human resources departments of 23 Jordanian ministries. The researcher created and distributed a questionnaire, then collected and analyzed the data using SPSS to meet the study's objectives. On the basis of descriptive statistics and correlation analysis, an overall analysis was conducted. HR preparation, training, and growth were found to have a major relationship with the Jordanian Ministry's organizational success. The paper made recommendations for the Jordanian Ministry of Human Resources to improve. Algharibeh, Almsafir, and Alias (2014) examine the relationship between employee performance and training programs in Jordanian public universities. Job preparation, quality training, and training plan are three independent variables that are included. The information was gathered from 63 workers and managers at Jordanian public universities, and the questionnaire was divided into three parts. The findings show that the relationship between work training, quality training, and training policy, and employee performance is significant. This research used a quantitative approach and used the statistical analysis software package SPSS (Statistical Package for Social Sciences) to evaluate the hypotheses. Quality training was found to be the highest contributor to employee performance.

Training and growth, according to Falola, Osibanjo, and Ojo (2014), is an important strategic tool for improving employee efficiency, and companies continue to increase training budgets on a yearly basis in the belief that it will give them a competitive advantage. The findings show that there is a clear link between training and employee performance. Farooq and Khan (2011) found a $r = .233$ positive associations between training and employee results in their research. As a result of this discovery, we can predict that the company will not be able to achieve higher returns without making the best use of its human resources, which can only happen if the firm is able to fulfill its employees' job-related needs in a timely manner. The only way to recognize employees' unmet needs and then develop their necessary competence level so that they can perform well in order to achieve organizational goals is through training. According to the Githinji (2014), employee output among foreign civil servants was influenced by planning. The analysis of 144 staff members of the United Nations Support Office for the African Mission in Somalia using a survey research style. Employee interest in change processes, morale, work satisfaction, and overall performance were all improved as a result of the findings. However, according to researcher Appiah (2012), training improves expertise, abilities, qualities, and competencies, which in turn improves worker efficiency and productivity. After being practiced, Bhat (2013) observed the measurement level of efficiency. It also looked at the effect of training on employee job performance. With these goals in mind, the researchers hypothesized that employee training was positively linked to work results. Compensation, performance assessment, and organizational engagement were among the performance metrics examined, all of which seemed to improve employee performance.

Malaolu and Ogbuabor (2013) used First Bank of Nigeria Plc as a case study to examine the impact of training and manpower growth on employee efficiency and organizational performance in Nigeria. The research used systematic questionnaires with a sample size of 75 people selected using simple random sampling. Descriptive statistics were used to interpret the data collected. According to the study's results, the majority of respondents (70 percent) agreed that training and manpower growth have improved their performance and work productivity. Second, the vast majority (80%) of respondents agreed that training and manpower growth improved organizational efficiency. According to the report, companies should conduct training needs assessments to ensure that the appropriate training is provided; ensure that their training programs are ongoing; and reward employees who succeed during training sessions so that others can strive to do so as well.

Performance Appraisal and organizational performance

Wachiuri (2018) investigated the role of performance appraisals in assessing an organization's performance. The study employed a descriptive research design, with questionnaires used to collect data. The target group consisted of 50 KPMG employees. Just 42 of the 50 questionnaires were filled out and returned. Using SPSS, the data was analyzed using descriptive and inferential statistics, and the results were presented in figures and tables. To a large degree, employees accepted that the targets set to meet organizational goals are well known, and that the objectives set are often consistent with organizational goals. It was also revealed that the performance assessment method aids in the identification of an employee's strengths and weaknesses. The respondents also accepted that performance data is well known and readily available for reference. A regression analysis of objective based assessment variables on organizational performance showed that differences in objective based appraisal were responsible for 91.6 percent of the variance in performance. Respondents accepted that objective-based appraisals lead to organizational success, based on the results. The majority of respondents believe that 360-degree feedback is objective and that 360-degree reviews are linked to organizational objectives. It was also decided that areas of change found in a 360-degree assessment could only be used for self-improvement rather than assigning scores. A regression analysis showed that differences in 360 degrees Appraisal were responsible for 89.4 percent of the difference in results.

In Pokot Central Sub County, Kanisa and Makokha (2017) investigated the impact of performance appraisals on organizational performance. The aim of this study was to determine the impact of employee productivity on organizational efficiency in a public secondary school in the central Pokot sub-county. Maslow's hierarchy of needs theory, expectancy theory, Herzberg's two-factor theory, Goal setting theory, and Agency theory were among the theories that influenced this research. A descriptive survey design was used in this research. With a sample size of 170 teachers, the population goal included all 300 teachers in Pokot Central Sub County. Data was collected from respondents using questionnaires. The pilot study was conducted in ten schools, but the findings were excluded from the final report. The data was gathered and entered using the statistical packages for social science (SPSS) version 2.0, where it was analysed using the descriptive data analysis methodology and presented as frequency tables. The aim of the study was to assist Pokot Central Sub County in developing better ways to evaluate employee performance to enhance organizational development. It is also hoped that the study would offer insight to managers that will aid in improving employee job satisfaction, which will make the company perform better.

Research and Methodology

Research Design

A cross-sectional survey research design was adopted in this study because it supports the use of a questionnaire to collect data from participants within a short period of time (Ahiauzu and Asawo, 2016).

Population and Sample

The target population comprises of all the employees of Federal Ministry of Works and Housing, FCT, Abuja and according to the statistical bulletin of the Ministry, the population is 400 (December 2020).

Convenient sampling was used to select 100 employees in the Human Resources department of the Ministry and close-ended questionnaire adapted from previous studies of Al-Qudah, Osman, Ab Halim and Al-Shatanawi (2014) and Nondoh et al., (2020) was used to collect data. Out of the one hundred copies of the questionnaire distributed, however, eighty-nine (89) copies were filled correctly and hence used for analysis. The variables used in the study are projected demand for workforce, recruitment and selection and organizational performance measured with a 5-item scale for each of the variables on a 5-point Likert scale ranging from strongly disagree (1) to Strongly Agree (5). Descriptive statistics such as frequency distribution and figures were used to analyze participants' demographic characteristics while regression analysis was used to analyze the hypotheses with the aid of the IBM statistical package for social sciences (SPSS 20). The validity of the instrument was ascertained using a face validity approach. Cronbach α values for the variables including projected demand for workforce (0.773); recruitment and selection (.755); organizational performance (0.716) revealed that all are within the acceptable range.

Data Analysis

Descriptive Analysis

The demographic profile of the respondents revealed that 55 respondents accounting for 61.8% of the respondents are male while 34 representing 38.2% of the respondents are female. For age range, 18-30yrs are 19 (21.3%), 31-40yrs are 24(27%), 41- 50yrs are 42 (47.2) and above 50yrs are 4(4.5%). The education qualification is as follows: O' Level/ND is 11(12.4%), HND/B.Sc./BA is 51(57.3%) and post-graduate is 27 (30.3%). Finally, the years of experience of respondents: 1-5yrs is 8(9%), 6-10yrs is 33(37.1%), 11-15yrs is 32 (36%) while more than 15yrs is 16 (18%).

Pearson Correlation Coefficient was employed to determine the relationship between the variables and the result is as presented in table 1 below:

Table 1: Correlation Table

		PDW	RS	OP
PDW	Pearson Correlation	1	.646**	.718**
	Sig. (2-tailed)		.000	.000
	N		89	89
RS	Pearson Correlation		1	.695**
	Sig. (2-tailed)			.000
	N			89
OP	Pearson Correlation			1
	Sig. (2-tailed)			
	N			

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

From table 1 above, it was revealed that projected demand for workforce (PDW) has a coefficient of 0.718 with significance value of 0.000. This indicate a positive relationship between projected demand for workforce and organizational performance (OP); increase in the projected demand for workforce will lead to an enhanced organizational performance by 71.8% and the relationship is significant at 99% confidence interval. In the same vein, recruitment and selection (RS) has a coefficient of 0.646 with significance value of 0.000. This indicate a positive relationship between recruitment and selection process and organizational performance (OP); increase in the projected demand for workforce will lead to an enhanced organizational performance by 64.6% and the relationship is significant at 99% confidence interval.

Test of Hypotheses

To test for the hypotheses formulated in this research, multiple regressions were used to determine the effects of RS, PDW on OP.

Table 2: F-Statistic

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.616	2	3.808	66.472	.000 ^b
	Residual	4.927	86	.057		
	Total	12.543	88			

a. Dependent Variable: OP

b. Predictors: (Constant), RS, PDW

The F-statistic measures the adequacy and fitness of the model used in the study stood and the value is 66.472 with a p-value of 0.000 which is significant at 5%; this shows that the model is fit for the data. The Durbin-Watson value of 1.999 indicate the absence of autocorrelation.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics						Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	F	
1	.779 ^a	.607	.598	.23935	.607	66.472	2	86	.000	1.999	

a. Predictors: (Constant), RS, PDW

b. Dependent Variable: OP

Table 3 presents the summary of the multiple regression analysis. The empirical findings show that R, the multiple correlation coefficient stood at 0.779 indicating a strong correlation. This implies that an increase in human resource planning will lead to an increase in organization performance by a factor of 78%. R², the multiple coefficient of determination of the variables stood at 0.607 indicating that about 60.7% of the total variation in organization performance is explained by variations in projected demand for workforce and recruitment and selection as captured in the study, the remaining 39.3% is accounted for by variables not captured in the study. The adjusted R² being 0.598 also indicates that the projected demand for workforce and recruitment and selection will still explain 59.8% of the variations in organization performance even if other variables are added to the study.

Table 4: Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.243	.322		3.864	.000
	PDW	.345	.066	.462	5.220	.000
	RS	.395	.088	.396	4.473	.000

a. Dependent Variable: OP

The coefficient of “projected demand for workforce” stood at 0.345 indicating a positive coefficient. However, the significance of the coefficient can be judged from the *t* statistics and its p-value which stood at 5.220 with a p-value of 0.000. The p-value is less

than 0.05, indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the null hypothesis is rejected, and alternative hypothesis accepted. Also, the coefficient for “recruitment and selection” stood at 0.395 indicating a positive coefficient. However, the significance of the coefficient can be judged from the *t* statistics and its p-value which stood at 4.473 with a p-value of 0.000. The p-value is less than 0.05, indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the null hypothesis is rejected, and alternative hypothesis accepted. The findings of this study are in agreement with previous reports of Al-Qudah et al., (2014), Maina and Kwasira (2015), Mkandatsama and Nyanhete (2017), Nondoh et al., (2020) and Pamela et al., (2017) who asserted that human resource planning have significant effect on organizational performance.

Conclusion

Human resource planning is a method of ensuring that an organization's human resource needs are identified, and strategies are created to fulfil regulatory requirements. It is considered as a long-standing role within organizations, especially in governments, where it is considered an administrative operation. Effective human resource planning in terms of projected demand for workforce and recruitment and selection will enable institutions to attract the right kind of people in the right numbers, improve employees' expertise, talents, and abilities, and keep them in the business. The Federal Ministry of works and Housing system needs to be improved even more in these areas as they are key factors that significantly affect organizational performance.

Based on the findings, the study recommends that:

- i. Projected demand for workforce is the duty of all the stakeholders in the organization; consequently, the organization should dedicate enough resources to the effort.
- ii. The recruitment and selection process should be open and transparent with no or little political interference to allow for selection of applicants with right expertise and skills into the workforce.

The study examined the effect of human resource planning on performance of public sector organization with respect to the Federal Ministry of Works and Housing. Further studies can be carried out in the private sector in Nigeria such, as the manufacturing companies to generalise the findings. Also, more dimensions of human resource planning such as training and compensation policies can also be investigated.

References

- Abomeh, O. S. (2013). Assessment of recruitment practice on organisation performance: Empirical study of hospitality businesses in Abuja. *European Scientific Journal*, 9(29).
- Adiele, G. N., & Ibietan, J. (2017). Manpower training and productivity in the Nigerian public sector: An appraisal and human capital discourse. *International Journal of Innovative Development & Policy Studies*, 5(3), 1-15.
- Afriyie, E. O., Blankson, G. A., & Osumanu, M. D. (2013). Effect of recruitment and selection practices on the performance of small and medium hotels of Osu Klottey Sub-Metropolitan Assembly of Greater Accra. *Developing Country Studies*, 3(11), 133-141.
- Akinseye, M. E., & Philip, O. (2016). Effect of Manpower Training on Organisational Efficiency. *International Journal of Social Science and Economic Research*, 1(5), 649-657.
- Alfa, M. E. (2015). *Evaluation of the effect of manpower training and development in service organization: A study of Power Holding Company, Zaria Zone* (Doctoral dissertation, Department of Public Administration, Faculty of Administration, Ahmadu Bello University, Zaria, Nigeria).
- Algharibeh, F. I., Almsafir, M., & Alias, R. B. (2014). The relationship between training and employee performance: A case of Jordanian public universities. *Journal of Advanced Social Research*, 4(12), 1-15.
- Al-Qudah, M. K. M., Osman, A., Ab Halim, M. S., & Al-Shatanawi, H. A. (2014). The effect of human resources planning and training and development on organizational performance in the government sector in Jordan. *International Journal of Academic Research in Business and Social Sciences*, 4(4), 79.
- AL-Riyami, F. A. & Banu, R. (2019). The influence of Human Resource Planning on Organisational Performance: A Study in Sultanate of Oman. *International Journal for Research in Engineering Application & Management (IJREAM)*, special issue, 43-46.
- Amadu, I. (2014). *The effect of recruitment and selection policies and practices on organisational performance: A case study of Naja David Veneer and Plywood Limited* (Doctoral dissertation).
- Anyadike, N. O. (2013). Human resource planning and employee productivity in Nigeria public organization. *Global Journal of Human Resource Management*, 1(4), 56-68.
- Anyango, E., Walter, O. B., & Muya, J. (2018). Effects of recruitment and selection criteria on organizational performance at Kisii University, Kenya. *International Journal of Social Sciences and Information Technology*, 4, 271-282.
- Brunetto, Y., & Beattie, R. (2020). Changing role of HRM in the public sector. *Public Management Review*, 22(1), 1-5.S
- Cho, H., Soah, D., Almahir, G. and Chokrat. K. L. (2015). The impact of HRM practices on performance in the Indian hotel industry. *Employee Relations*, 29(6), 576-594.

- Daniel, C. O. (2019). Impact of e-recruitment on organisational performance. *International Journal of Economics, Business and Management Research*, 3(3), 195-206.
- 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.
- George, V. (2017). The role of human resource planning in the human resource network. *International Journal of Creative Research Thoughts*, 5(11), 1-10.
- Gerhart, B., & Feng, J. (2021). The Resource-Based View of the Firm, Human Resources, and Human Capital: Progress and Prospects. *Journal of Management*, 20(2), 1–24.
- Igbokwe-Ibeto, C. J., Osadeke, K. O., & Anazodo, R. O. (2015). The effect of manpower planning and development in Lagos state (Nigeria) civil service performance. *Africa's Public Service Delivery & Performance Review*, 3(4), 76-116.
- Maina, D. K., & Kwasira J. (2015). Role of human resource planning practices on employee performance in county governments in Kenya: A case of Nakuru County. *International Journal of Economics, Commerce and Management*, 3(5), 1569-1580.
- Mbiu, A. K., & Nzulwa, J. (2018). Influence of human resource planning on employee productivity in county governments in Kenya. *The Strategic Journal of Business and Change Management*, 5(4), 193-214.
- Mkandatsama, P., & Nyanhete, T. (2017). Human resource planning in an unstable economy: challenges faced. A case of state universities in Zimbabwe. *International Journal of Asian Social Science*, 7(3), 206-217.
- 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 & Change Management*, 7(2), 20 – 39.
- Oaya, Z. C. T., Ogbu, J., & Remilekun, G. (2017). Impact of Recruitment and Selection Strategy on Employees Performance: A Study of Three Selected Manufacturing Companies in Nigeria. *International Journal of Innovation and Economic Development*, 3(3), 32-42.
- Obi, J. N. (2015). Effective Human Resources Management Practices as the Key to Organizational Performance. *International Journal of Educational Research*, 3(1), 1-26.
- Obi-Anike, H. O., & Ekwe, M. C. (2014). Impact of training and development on organizational effectiveness: Evidence from selected public sector organizations in Nigeria. *European Journal of Business and Management*, 6(29), 66-75.
- Okorie, C. O., & Odo, S. (2014). A survey of public service reforms in Nigeria, 1999-2013. *International Journal of Humanities and Social Sciences*, 4(10), 265-275.
- Pamela, A. C. J., Umoh, G. I., & Worlu, G. (2017). Human resource planning and organizational performance in oil and gas firms in Port Harcourt. *Human Resource Planning*, 3(9), 110-128.
- Salau, O. P., Adeniji, A. A., & Oyewunmi, A. E. (2014). Relationship between elements of job enrichment and organizational performance among the non-academic staff in Nigerian public universities. *Marketing and Management Journal*, 12(2), 173-189.
- Staki, F. E. (2018). *Effects of Human Resource Practices on Organizational Performance. A Case of VETA in Dar es salaam and Morogoro Regions* (Doctoral dissertation, The Open University of Tanzania).
- Sunday, A. O., Olaniyi, D. E., & Mary, F. O. (2015). The Influence of Recruitment and Selection on Organizational Performance. *International Journal of Advanced Academic Research-Social Sciences and Education*, 1-63.
- Theriou, N. G., Aggelidia, V., & Theriou, G. (2009). A theoretical framework contrasting the resource-based perspective and the knowledge-based view. *European Research Studies*, 7(3), 177-190.

Publisher's Note: SSBFNET stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.

© 2021 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

International Journal of Research in Business and Social Science (2147-4478) by SSBFNET is licensed under a Creative Commons Attribution 4.0 International License.