

Assessment Of Human Resource Planning Effectiveness In Nigerian Public Sector Organisations

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Abstract—The 2011 Oronsaye commission report attributed inefficiency of the Nigerian public sector to over bloating of the sector as a result of poor human resource planning. This study assessed human resource planning effectiveness in Nigeria's federal public sector organisations. The study adopted survey research design and the data were drawn from a sample size of 394 respondents comprising senior staff of the key Ministries, Departments and Agencies of the federal public service using questionnaire, interview and official and historical documents. Data were analysed using linear regression to determine effectiveness of human resource planning in Nigeria's federal public sector organisations. The results showed that supervision and monitoring, staff development programmes, development and retention, employee alignment with future needs, demand and supply forecasting were ineffective in the sector. The results however, revealed that funding and succession planning were ineffective but had negative impact on human resource planning in the public sector. The results finally showed that labour turnover and employee recruitment was effective but had no significant impact on human resource planning in the public sector. The study concluded that human resource planning has not been effective in Nigeria's federal public sector organisations.

Keywords—Human Resource Planning, Effectiveness, Public Sector, Employee

(1) INTRODUCTION

Performance of the public sector in delivering efficient service has been the focus of intensive research efforts among public administration scholars in recent times. Human resource planning (HRP) plays significant function in human resource management because it ensures effective deployment of resources in an organisation so as to accomplish the objective of the organisation. Hence Zülch, Rottinger and Vollstedt, (2004) asserts that the most effective use of human resources is key to a successful long-term competitiveness. Choudhury (2007) avers that effective HRP is a procedure for developing long-lasting proficiency to surmounting

workforce challenges. The impact of HRP on public service performance is linked to the attitude of public service employees to their work. Nevertheless, there exist a nexus between human resource planning and employee performance, which in turn influence performance of the public service. Jacobson (2010) concludes that HRP is a core human resource management (HRM) process that make provision for the current and future workforce and endeavour to equip organisations for their up-to-date and subsequent workforce requirements through the deployment of the suitable human resource in the relevant place at the appropriate time.

Public sector in majority in majority of the African countries has been recognised to play significant role in attaining socio-economic development in their respective countries from the late 1950s to 1960s. The sector was able to achieve this through a number of institutions that executes key decisions as it affects the interest of the society. The public sector was established in order to deliver goods and services to members of the society (Haque, 2001). Nevertheless, poor human resource planning remains the bane of the public sector in Africa, which accounts for its poor performance.

The entire senior cadre of the public/civil service were British in 1960 when Nigeria attained its independence, with only a few middle cadres and mostly the lower cadre were reserved for Nigerians. Mushayavanhu (1994) infers that immediately after independence, the existing uncertainty led to widespread resignation by the white civil servants. This action by the white civil servants placed the public sector in a state of depending on available inexperienced workers to manage enormous challenges of reconstructing the devastations and providing the future needs of the people in sectors like housing and resettlement, health, education, communication etc.

Nigeria is endowed with human, material and financial resources, nevertheless, the civil service has not been able to effectively harness the huge human resources available to it. The Nigeria public service have been described by many scholars as inefficient. Salisu (2001) portrays the Nigeria Public Service as stagnant, characterised by lazy, indolent and a lack of

ambition by public service employees. Human resource planning is a critical factor that enhances employees' performance and that of the organisation (Adamolekun, 2005). The role of human resource planning can be viewed from two levels namely: the societal level i.e. micro level and the organisational level i.e. macro level.

The evaluation of human resource planning in the public sector is often limited in scope due to the causal connection that exist between HRP and performance improvement is unclear, and causal relationships across the entire public sector operations are rarely fully understood. Also, the framework for assessing human resource planning is neither comprehensive nor objective as it does not focus on performance planning processes, while the human resource planning and control system in the Nigeria public sector is inherently problematic. It is against this background that this paper assesses effectiveness of HRP implementation in Nigeria's public service.

(2) LITERATURE REVIEW

2.1 Human Resource Planning

According to Goetz (1989), human resource planning (HRP) is the process of assessing the organisation's human resource needs in light of organisational goals and making plans to ensure that a competent, stable work force is employed. Byars and Rue (2014) opines that, human resource planning refers to the process by which an organisation ensures that it has adequate number and skilled staff, at the right position and performing their tasks for which they are economically equipped. Hence, Chioke and Mbamalu (2020) sees human resource planning as a strategic process included in human resource management (HRM) system which is designed toward the acquisition, utilisation, motivation and improvement of organisation's human resources.

Vineeth (2019) avers that the basis of HRP is to ascertain that the organisation possesses the actual quantity of human resources, with the suitable capabilities, at the appropriate times, and in the preferred places. In the same vein, Leslie (2018) portrays Human resource planning as a process that recognises present and future human resources requirements of an organization to accomplish its goals. This planning should act as a nexus between HRM and the overall premeditated plan of an organisation.

Katua, Mukulu, and Gachunga (2014) ascertained that human resource planning strategies improves the performance of an organisation; hence organisation should design and execute strategies of HRP that will improve performance of both the employee and organisation. Similarly, Anya, Umoh and Worlu (2017) studied human resource planning and organisation performance among oil and gas firms in Port Harcourt Nigeria and discovered that HRP has an impact on

organisational performance in terms of forecasting their future demand, thus assisting to manage human resource demand as required.

Lyimo (2018) establish that HRP is significant to every organisation because it links the business objectives of the organisation to the human resources function. Usually this involves ensuring that the firm has enough of the right kind of labour at such times as it is needed. It may also involve adjusting the requirements to the available supply. All the definitions above are narrow in scope in that it lays emphasis on recruitment needs, employee tasks and action plans. Human resource planning encompasses more than the optimum utilisation of human resource currently employed, and provision for the future human resources needs of the organization in terms of skills, numbers, competence and availabilities (Oyadiran, 2010).

2.2 Classification of Human Resource Planning (HRP)

Cascio (1992) acknowledges that human resource planning can be complex or simple, implicit or explicit, specified or unspecified. Cascio further classified HRP as depicted in figure 1 into strategic (long-term and general) or operational (short-term or specific). HRP may be confined to an organisation, or could be constricted to units, divisions, departments, or any common employee group. It may be executed on a recurring basis (e.g. annually) or only occasionally (e.g. when launching a new product line or at the beginning of a capita expansion project).

1. Strategic Planning

Strategic planning is a process whereby an organization spell out their vision for the future and establish their organization's goals and objectives. The process entails putting in place process that will lead to attainment of those goals in order for the organization to accomplish its stated vision. Porter (2008) describes strategic planning as a systematic process of identifying goals to be accomplished in the anticipated future. Porter avers that strategic planning consists of:

(i) Management's fundamental propositions concerning the future economic, technological, and competitive environments.

(ii) Establishment of goals to be accomplished within a defined period of time.

(iii) Performance of SWOT analysis.

(iv) Choosing key and alternative strategies to accomplish the goals.

(v) Formulating, implementing, and monitoring the operational or tactical plans to accomplish short-term objectives.

Boland (2018) ascertain that private and public sector organisations are able to design and execute

strategies through strategic planning and implementation in order to accomplish corporate growth or government objectives. The private and public sector organisations are able to harmonise their functions with available resources so as to lay down strategic priorities. Salkic (2014) assert that strategic planning is utilised in public sector organisations in order to promote a more rational, efficient and effective utilisation of the organisation's resources. Strategic planning determines certain facet of performance management that will ensure reduction in the likelihood of resource allocation by managers on the basis of their personal penchant or sentiments, aspirations or reaction to political pressures. This enhances transparency, rational, improved efficiency and effectiveness in the management of public sector organisations in order to position it to provide quality public services.

Williams (2021) attests that strategic planning is a management process employed for an organisation's long-term vision, guidance and undertakings. William claims that it is an approach to discover prospective business openings/opportunities in an organisation with a view to connecting to various innovation, and motivate people to concentrate on a sole goal. Hence, Williams sees strategic planning as an organisational process that entails identifying present circumstances, establishing goals for the future, and designing measures and strategies to connect between present circumstances and established goals for the future.

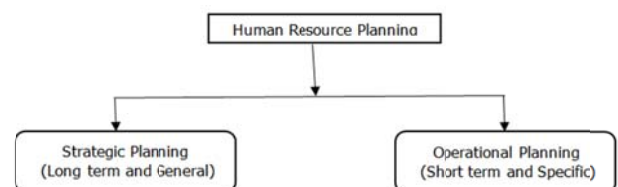
Bryson, Crosby, and Stone (2015) affirms that strategic planning is being employed by public officials involved in decision making as a result of the radical changes in the public sector, which oblige them to ponder intentionally of government needs. Bryson *et al* posits that strategic planning is concerned with the function of the community, instead of the public service. Priem, Rasheed, and Kotulic (1995) revealed that strategic planning positively influences organisational performance, though, this is for organisations operating in unstable and complex environments, but has no effect for organisations operating in stable environments. Nevertheless, in the course of improving organisational performance, both public and private sector organisations are confronted with a lot of challenges as a result of external and internal pressures. However due to its universal nature, some authors (Grant, 2003; Arend, Zhao, Song, and Im 2017; Ghobadian, O'regan, Thomas, and Liu, 2008; Green Jr and Medlin, 2003; Griggs, 2002; and Wandjiva, 2011) admit that strategic planning is an effective intervention in enhancing the performance of both the public and private sector organisations and in tackling these challenges brought about by external and internal pressures.

2. Operational Planning

Operations planning pays attention to day-to-day organisational management, such as staffing or inventory quantities. Operational planning involves

comprehensive objectives with definite deadlines and allotted tasks (Williams, 2021). As the name implies, operational planning denotes the functions and undertakings that should result in the achievement of a short-term goal (in the sense that it does not extend a year). The justification for utilising operational planning is in order to meet deadlines along with organising and carrying on administrative and technical course of action so as to achieve goals (Villemain, 1991). Wren (1987) identified numerous tools that could assist to achieve the purpose of operational planning in an organisation.

Bernier (1998) and Charih and Paquin (1993) avers that operational planning are implemented differently in both the public and private sector. Bernier *et al* argue that operational planning in public sector is characterised by rigid enforcement of legal framework, lesser competition, pressures wielded by citizens and government at the realms of affairs, and the systems of management and organisation in the public sector. Coulter (2013) states that operational planning determines the extent of individual tasks being performed relying on available resources. Several authors (Coulter, 2013; Kotler, Berger, and Bickhoff, 2016; Stadtler, Kilger, and Meyr, 2015) further infers that directing and controlling the operational planning brings the strategic planning approach to a conclusion and consummate the well-ordered knowledge of strategy. The process entails frequently differentiating actual values and predetermined, quantified goals, which authorises remedies to be established as required.



Source: Cascio (1992)

Figure 1: Classification of Human Resource Planning

2.3 Components of an Operational Plan

One major constraint facing the public sector in Nigeria is effective utilization and maintenance of infrastructure, and one major of such infrastructure is sporting facilities. Stadia constructed with huge public funds such as National Stadium Lagos and the Abiola Stadium in Abuja, which have been left to degenerate into state of decadence due to poor operational plan. Isaac (2020) categorized operational plan into a number of components that are of a great significance as shown in figure 2, these include calendar of events, facility use schedules, resource maintenance schedules, training plan, budgetary information and details of consultation.

1. Importance of the calendar of events.

Calendar of events is a basic part of operation plan involving the categorization of events that constitute a major function of entertainment and recreation organisations. Calendar of events is a diary that chronicles list of events with date to be carried out by the organization. The diary also takes into account events carried out by other organisations that are of special interest. Events recorded in the diary include competitions, committee meetings, coaching clinics, professional development courses, vacation programmes, sign on days, social events, season opening/closing dates, awards evenings, special activities and planning meetings (Isaac, 2020).

2. Facility use Schedules

A facility use schedule is a significant component of the operational plan in human resource planning in an organisation. Isaac (2020) carried out a study on administration of sport organisations and deduce that sport administrators find themselves in a dilemma when it comes to coordinate and assign facilities for teams and/or individuals for training. Isaac observed that on many occasions, the facilities is adequate to accommodate the number of athletes for their training. Isaac suggested that in designing an operational plan for sport organisations, the utilisation capacity of sport facilities must be taken into consideration, in order to avoid an undesirable and disparaging consequences as a result of over utilisation so as not to lead to deterioration or degeneration in the state and quality of the facilities.

2.4.Resource Maintenance Schedules

The execution of strategies in the operational plan is contingent on the availability of indoor or outdoor facility and equipment required for training and competitions. Public sector planners are saddled with responsibility of ensuring the availability of resources, all the same the functionality of the resources. Therefore, operational planning must ensure the routine resource maintenance that must ensure adequate provision of budget, fixing timelines and assigning functions and duties to individuals.

4. Training Plan

Isaac (2020) proffers that in order to enhance professional development of employees, sport organisations must have a comprehensive and well-developed training plan for staff. Isaac suggested that such training must cover themes like coach accreditation courses, coach updating courses, special coaching clinics, refereeing courses, training for event staff and volunteers, courses in committee management, courses for treasurers in financial management, courses in marketing and promotion, website development courses, computer training courses etc. Isaac also recommended provision of mandatory training for volunteers in sport organisations in order to enhance the quality of sport programmes and effective club management.

5. Budget Information

The operational plan includes budget information that provides assignment of funds according to tasks based on itemisation of needs and its expected expenditure. Budget information in the operational plan is classified into two distinct forms. Firstly, each task is assigned a budget within the operational plan notwithstanding the fact that it is zero. This budget information is helpful to personnel of the organisation saddled with the function of managing budget for tasks. Secondly, the operational plan shows a brief statement of account of the income and expenditure as an appendix. Reporting or narrating a budget from the base or lowest level by taken into consideration each task/item to be executed (Isaac, 2020).

6. Consultation Process

Consultation plays a significant role in the management of an organisation. Organisations are in existence so as to improve or enhance quality or value for stakeholders. Thus, consultation is a process whereby management of the organisations endeavour to have deeper insight of the needs, wants and expectations of stakeholders in order to create value. Consultation is a functional process that enables management of organisations to open formal and informal communication channels between the organisation and its stakeholders (Isaac, 2020). Isaac further identifies these formal and informal communication channels as Open meetings, inviting stakeholders to complete a survey, selecting a small number of a cross-section of stakeholders to a meeting or series of meetings, inviting stakeholders to submit proposal or plan, and organising informal meetings in which management of organisations interface with people in order to solicit for opinions and receive feedback.



Click on Diagram for further information

Source: Isaac L. (2020)

Figure 2: Components of an Operational Plan

2.5 Process of Human Resource Planning

Determination of distinct human resource needs signals the commencement of development of public sector organisation's strategic plan. Caruth, Caruth and Pane (2009) recognises three essential phases in human resource planning process. Figure 2 illustrate process of human resource planning in an organisation.

Phase I: Requirement Forecast

This phase entails the quantity and types of employees that the public sector organisations will require in the future. It is the requirements forecasting stage that requires the creation of new jobs as a result of foresight based on openings to be filled, termination of current jobs, no alteration in jobs, or growth or reduction in employees of public sector organisations. Also, in the course of requirements forecast, it is imperative that organisations must take into account the number of jobs that will be lost through terminations and retirements.

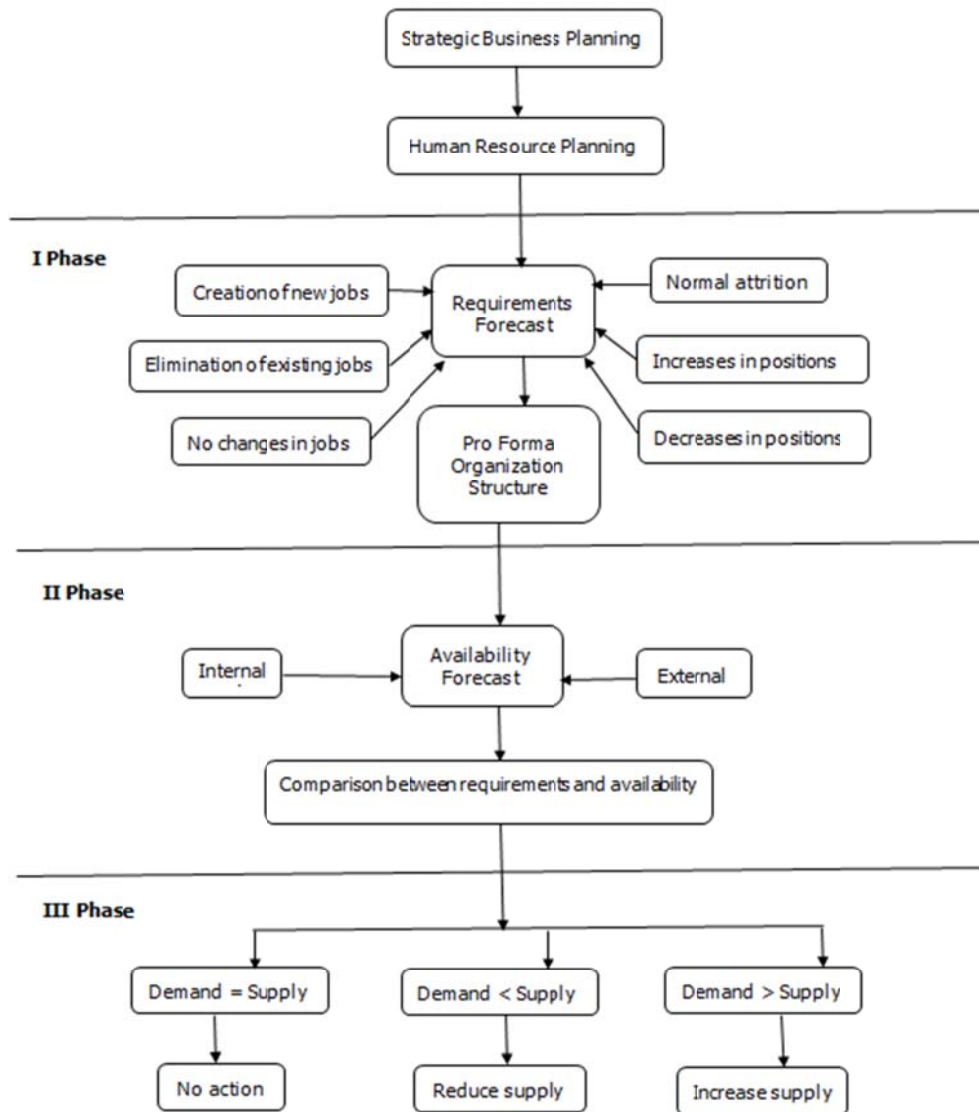
Phase II: Availability Forecast

The resolution regarding future job openings for qualified persons to fill vacancies created and

identified in organisations constitute this phase of resource planning process. This phase also entails identifying employees in the organisation that merits promotion or transfer to new positions or jobs. Furthermore, qualified and competent candidates outside the organisation could be engaged to fill future staffing needs. Notwithstanding, all steps in the resource planning process are essential, drawing an analogy between needs and availability by extricating comparison between requirements and availability.

Phase III: Availability Forecast

The development of a set of intended actions with a view to achieve organisation's goal constitute the final phase of human resource planning process. This involves the correlation between demand and supply with a view to acquiring the right amount and type of personnel needed to fill the right positions and vacancies at the right time. Figure 3 reveals that when demand is equal to supply, it implies that there is no vacancy to be filled in an organisation. It also reveals that when demand is less than supply, it indicates that there are openings, however, they can not be filled. Also, the illustration shows that demand is greater than supply, this means that there are openings, and demand for more personnel to be recruited and fixed into vacant positions.



Source: Vineeth, G. (2019). The Role of Human Resource Planning in the Human Resource Network

Figure 3: Process of Human Resource Planning

2.5 Nigerian Public Service

The crisis of the 1970s and 80s in the welfare and developmental states as reported by Batley and Larbi (2004), cast doubt on the post-war agreement on the valuable contribution of the state in the economy resulting in emergence of capitalist economic policies from 1980s onwards. It was not only the totalitarian state (welfare state) that doubts were cast on, but also the traditional Weberian model of bureaucracy was challenged as being sluggish, phlegmatic, inept and unsympathetic to clients and members of the public.

There have been many changes as a result of reforms of most developed and developing countries like Nigeria since early 70s. These changes have jettison from stressing on policy formulation to management skills, from insistence on process to output, from bureaucratic structure to a more competitive basis for service delivery, and from inclusive public service to alternative structure that

stresses contract provision (Hood, 1995). The fragility of excessive, complicated administrative procedure culminated in devising unconventional and orthodox means of reviewing the function of the state to assign relative importance to markets and competition (Batley and Larbi, 2004).

Dixit (2002) emphasises two significant aspect of the public sector. The first is that civil servants often perform duties for several masters. These include users or payers for the service, politicians at different levels of government and professional organisations. The second, a consequence of the first, is that the agency and the bureaucrats who work in it often have several ends to achieve. These features are termed multiple principals and multiple tasks (or goals) respectively.

2.6 Human Resource Planning in Public Service

Human resource planning is the starting point of human resource management and it is concerned with

making decision on human resource requirements, job analysis, recruitment, selection and socialisation (Mondy and Noe, 2006). Human resource planning also called 'Personnel Planning', 'Employment planning', and 'Manpower planning', and is the process of determining an organisation's human resource requirements. It is an important factor in human resource management programs because it ensures the right person at right place, at right time. It helps the service to achieve overall strategic objective.

Goetz (1989) argues that human resource planning in the public sector involves assessment of public sector human resource needs in the light of organisational goals and making plans to ensure that a competent, stable work force is employed. It systematically forecasts an organisation's future supply of, and demand for, employees. Human resource planning is the process by which an organisation ascertains that it has the adequate quantity and kinds of employee at the suitable place, at the appropriate time, capable of effectively and efficiently completing those tasks that will help the organisation achieve its overall objectives (DeCenzo and Robbins, 2005). It is the analysis of future personnel requirement.

According to Khadka (2009) human resource planning must be linked to the overall strategy of the organisation. It evaluates human resource requirements in advance keeping the organisational objectives, operation schedules, and demand fluctuation in the background. Thus, human resource planning should be future-oriented, system-oriented, and goal directed. According to him it reduces uncertainty, develops human resource, improves labour relations, utilises human resource and controls human resource. Forecasting human resource requirements, effective management of change, realising organisational goals, promoting employees and effective utilisation of human resource are the main objectives of human resource planning.

Harbison (1973) asserted that, human resource planning consists of various activities namely:

(i) forecasting human resource requirements, either in terms of mathematical projections of trends in the economic environment and development in industry or in terms of judgment estimates based upon the specific future plans of a company;

(ii) making an inventory of present human resources and assessing the extent to which these resources are employed optimally;

(iii) anticipating human resource problems by projecting present resources into the future and comparing them with the forecasts of requirements to determine their adequacy, both quantitatively and qualitatively; and

(iv) planning required programs of selection, training and development, utilisation, transfer promotion, motivation, and compensation to ensure that future human resource requirements are properly met (Harbison, 1973).

Chan, Chiang, Mak, Choy, and Wong (2006). argued that credible manpower demand and forecasts offer a benchmark for better decision making in order to prevent unviable investments, accomplishing efficient and balanced growth of an industry and in developing the economy. Therefore, human resource planning is the most essential for industrial productivity. Obi (2015) avers that human resource planning is used to anticipate problems and take corrective action before they become hindrance to organisation operations, and to co-ordinate all significant activities so that personnel, facilities and materials can be made available at required time. It also minimises redundancy, and effectively assist in allocating duties and positions in organisations. It provides the means of integrating and viewing the organisation as well as visualising how the overall goals are interrelated in achieving the goals and rewarding subordinates.

Adeoye (2002), Okotoni and Erero (2005), and Olaniyan and Ojo (2008) enumerated the objectives of human resource development with the view that the responsibility of every manager in an organization is to improve or increase the effectiveness of his employees. Moreover, training is an investment in people, so it has some certain objectives to accomplish and these include:

- i. increasing the performance of the employees;
- ii. imparting knowledge, skills and capabilities to both new and old employees;
- iii. creating room for team spirit and high morale in the organization;
- iv. encouraging employees to develop their career to meet individual yearnings and aspirations;
- v. helping adaptability of employees to ever changing work environment and technological changes that is occurring on daily basis; and
- vi. helps in bridging the gap between existing performance ability and desired performance.

Koontz, O'Donnel, and Weihrich (2008) recognises five factors that aids human resource planning (HRP) in public sector:

(a) Demand Forecasting: The idea of demand forecasting entails predicting and targeting. This involves a process of estimating the future quality of HRP and development required by an establishment.

(b) Supply Forecasting: Human resources comprises of the total effective effort that can be put to work as shown by the number of people available and the capacity of employees to do the work and their productivity. Supply forecasting also include HRP that is slightly accessible amidst and outside the

organisation having allowed for absenteeism, internal movement, promotion, wastage and change in hours and conditions of work.

(c) Determine Human Resource Recruitment: HRP is determined by relating the supply to demand forecast and establishing any deficit or surplus that will exist in the future.

(d) Human Resource Productivity and Cost: Productivity is the output of goods and services which can be obtained from a given input of employees within the organisation. HRP and development cost on the other hand represent the overall expenditure of manpower planning which includes remuneration cost, retirement cost, training cost and personnel administration cost.

(e) Action Planning: The HRP should be prepared on the basis of human resource requirement and the implication of the information on productivity and cost. The main demand depending on circumstances will consist of requirement planning, redundancy plan, re-development plan, productivity plan and retention plan.

(f) Human Resource Budgeting and Control: This is concerned with estimating HRP and development requirement in terms of numbers, skills and goals needed to accomplish a specific task within a time frame which is usually a financial year. It should also clarify responsibility for implementation and establishment of reporting procedure, monitoring against the manpower plan.

2.7 Barriers to Effective Human Resource Planning

One serious problem confronting human resource managers in public sector organisations is the most effective method of matching people with job, which is what spurred that assertion that human resource planning is not an easy process. Anyadike (2013) identified and highlighted barriers to effective human resource planning.

i. Absence of productivity oriented working culture and mechanisms to encourage labour productivity. In many public sector organisations, productive oriented working culture is not encouraged since the indolent and lazy officials are rewarded at the expense of the hardworking and productive staff. Mechanisms that should encourage productivity are downplayed by the slogan, "reward for hard work is more work". Which implies the hardworking and productive staff are encumbered with more load of tasks.

ii. Training and high cost of skilled labour. Many of the public sector organisations in Nigeria underpay their workers as a result many of the skilled labour force prefer to seek employment opportunities with private sector organisations that will adequately

remunerate them. Also, training of workers is regularly, well planned and executed by private sector organisations than those in the public sector.

iii. The low level of computer literacy couple with the unstable power supply in this era of computer-based organisation hampers effective human resource planning. Hence without strong information base, human resource planning will be a mirage.

iv. Lack of willingness to recognise special talents in the formal education systems and to encourage their development in specialised environments.

v. Poor record keeping constraining human resource planning, even though human resource planning is not necessarily numerical estimation or forecasting of the workforce, record keeping is the hub of human resource planning.

vi. Career guidance is not a mandatory element before the students leave schools after secondary education.

vii. Limitations in the available systems for accreditation of training institutions, preventing the training programmes on offer to meet job market needs and international standards.

(3) MATERIALS AND METHODS

This is a descriptive study therefore survey design was used for the study. The study population comprised senior staff of the key Ministries, Department and Agencies (MDAs) at the federal level in Nigerian Public Service. Six public sector organisations were randomly selected at the federal level. The selected Federal Ministries were Finance, Health and Education, while the Departments selected include Federal Civil Service Commission, Nigeria University Commission and Customs, while Agencies selected were National Primary Health Care Development Agency, Federal Inland Revenue Service (FIRS) and Nigerian Meteorological Agency (NIMET). Stratified random sampling technique was used to select 394 respondents based on three categories of management, senior and junior cadres of staff from the study population (26,413). The instruments used in the generation of primary data were sourced from questionnaire and in-depth interviews. In order to complement the information obtained from primary data, secondary data was obtained from official and historical documents of the respective MDAs. Data collected were subjected to inferential statistical analysis such as linear regression

(4) RESULTS AND DISCUSSION

4.1 Effectiveness of Human Resource Planning in Nigeria's Federal Public Sector

Human resource planning has been identified as one of the indices for improving public service performance. However, despite implementation of HRP in the service, performance of the service still

raises concerns. This section evaluated effectiveness of human resource planning in Nigeria's public service. Table 1 shows the results for effectiveness of human resource planning in Nigeria's public service. An index for measuring effectiveness of human resource planning is supervision and monitoring activities. The results ($\beta = .014$, $t = .404$, $p > .05$) showed that supervision and monitoring in human resource planning of the federal public service is statistically not significant. This implies that supervision and monitoring activities is ineffective leading to inefficiencies and indolence in the public sector. This may be responsible for the inefficiency and ineffectiveness of staff in the sector. Hence the sector has been plagued with unproductivity, thereby draining the hard-earned revenues through recurrent personnel overhead expenditure, instead of generating and contributing revenues for capital and infrastructural expenditure.

The lack or poor supervision and monitoring in human resource planning has led to over bloating of the public sector leading to recruitment of persons that are not needed in the sector. For instance, in Nigerian federal public universities, where there are two major categories of staff: academics and non-academics, the academics (core staff) are far less than non-academics (non-core staff). This is in contrast to UNESCO ratio of 1:4 (that is for every four academic staff, there should be one non-academic staff). Rather, the reverse is the case, which implies that for every four non-academics, there is one academic staff, and this is the situation in all Ministries, Departments and Agencies (MDAs) and other organs of government either at the federal, state or local government levels and across the branches of government – Executive, Legislative and Judiciary. Thus, in Nigerian public sector, there are more non-core personnel than the core personnel that are required, and this has continued to exacerbates the unproductivity of the sector. Furthermore, this has led to increase in budget for personnel overhead cost, and the implication of this situation is that the government is paying wages of many employees who are redundant and indolent carrying out no functions but receiving salaries. This result affirms the finding of Casson (1978) who argued that a regular monitoring activity act in response to unanticipated events.

The result for ($\beta = .027$, $t = .600$, $p > .05$) also revealed that staff development programmes in terms of training and development in the federal public service is statistically insignificant, meaning there is no direct relationship between staff development programmes and human resource planning in Nigeria's federal public service. This implies that the staff development programmes are not tailored towards achieving human resource planning objectives. One great challenge facing the public sector in Nigeria is patronage and nepotism. The core staff that needs staff development programmes are not selected for such programmes. Rather, it is those

unproductive categories of staff that engages in unethical behaviours such as boot-licking and reporting gossips to the superior officer, acting as the ears of the superior officers among their colleagues in order to receive favours, running all forms of unofficial errands for the superior officer and engaging in all kinds of dirty jobs for the superior officer, which has no link or relation to their official duties. This result corroborated the findings of Armstrong and Baron (1998) and Armstrong (2004) who affirms that staff development programmes in terms of training and development is a strategic holistic approach to achieving prolonged success to public sector organisations thereby enhancing employees' performance and advancing and growing competence and capacity of teams and individual employees. Also, the result is in conformity with the findings of Akata (2003) who establishes that staff development programmes are designed to continuously enhance the teams and individual employee's input and involvement to accomplishing organisational goals through a well-planned and comprehensive (all-inclusive) process of work planning, monitoring and measurement.

The result ($\beta = .026$, $t = .710$, $p > .05$) further indicated that development and retention through career advancement is not statistically significant. This can be attributed to the high level of unemployment in the country as a result of the poor state of the economy, which do not enable employees to be placed in their right positions with the newly acquired qualifications. Nevertheless, in most cases, employees engage themselves in programmes that enhances their career advancement. There are many employees who have undergo higher educational training and have acquired higher certification, yet, they have not been upgraded in commensurate with their new career advancement qualification. Many of these affected public sector officials abandon the sector to take up new employment with organisations that will place them in positions equivalent to their qualifications and give them a higher pay rise that is equivalent to their new positions and qualifications. The continual loss of highly educated and well developed and trained from the public sector has resulted in high labour turnover and lack of retention in the sector. this crisis is prevalent in the health and education sectors, which have continued to suffer high level of brain drain to other countries of the world. However, Armstrong (2012) highlights the process of HRP and this include business strategy, resourcing, adaptability and retention plans. Hendry (1995) inferred that labour turnover could provide the needed opportunity for supply forecast, however, it could also provide occasion for developing retention plans.

The result ($\beta = -.009$, $t = -.202$, $p > .05$) as well acknowledged that succession planning is negative and statistically not significant. This implies human resource planning is not employed in determining succession planning in Nigeria's federal public

service. However, nepotism and politicisation play a huge role in determining succession planning in Nigeria's federal public service. As a result of politicisation of succession planning, nepotism and ethnicity crept in and this affect the quality of leadership in the public sector. Hence, the sector is characterised by indiscipline, inefficiency and indolence. The lack of effective succession planning has led to loss of valuable information, loss of public funds, and slow pace in continuing with delivery of public goods. The inefficiency in the process of succession planning in the public sector has continued to plague the sector as the outgoing or retiring experienced and competent officials do not bequeath or pass on the knowledge acquired from their experience and competence to the next generation of managers and superior officers of the public sector.

The result ($\beta = .041$, $t = .979$, $p > .05$) likewise confirmed that employee alignment with future needs is statistically not significant. This implies that future needs are not taken into consideration when aligning employees' tasks and positions, hence most public sector employees are not equipped for future needs. Also, recruitment into the Nigerian public sector organisations is skewed based on ethnicity, religion, nepotism and offering of bribes. Where the head of a ministry, department or agency is of particular geopolitical zone, state, local government, ethnicity and religion, such a person allows sentiments to take the greater part of his/her judgement by taking wrong decisions, this could be observed in the present federal government in which most sensitive security positions, key ministries, department and agencies and other federal public sector organisations are headed by officials of the Fulani extraction. This have contributed to almost total collapse of the economy because people without the requisite competence and capacity are being appointed to head important sectors that ought to contribute immensely to the social, economic and political development of Nigeria.

The result ($\beta = .072$, $t = 1.978$, $p < .05$) also found that employee recruitment is positive and statistically significant. This implies that recruitment is being carried out in the public service, nonetheless, the recruitment is not as a result of human resource planning. Recruitment into the public sector organisations are not advertised and in cases where they are advertised, it is just to fulfil the law. In such cases, those that will be recruited have been finalised. In many of the public sector organisations, new faces are seen monthly resuming for duties without any interviews carried out. A short note from a highly placed senior official, or political leader is all that is required for a candidate to be offered employment into the public sector. Employment into the sector have been reduced to patronage, hence there is high level corruption, inefficiency, indolence and lack of commitment in the sector, which tend to be responsible for the low productivity of the sector.

The result ($\beta = .140$, $t = 2.874$, $p < .05$) equally disclosed that labour turnover is statistically significant. This implies that there is no labour turnover in the Nigerian federal public service. This may not be attributed to effective human resource planning, rather, due to job security in the federal public service and lack of job openings security in other sectors, hence public sector employees are not willing to take risk of exiting the public sector for the private sector. However, in recent times, the education and health sectors of the public service has been experiencing very high labour turnover in the form of brain drain. This circumstance has witnessed the exiting of the education and health sectors for greener pastures overseas where they are being lured with high wages. Majority of these category of employees falls within the age bracket of 25-45 years of age, who are desiring to begin a new life in a society where the working and living conditions are adequately provided. Those who are still working in the public sector and have not exited, stayed back because they have not secured a well-paid job that will cater for the needs of their family members. Prashanthi (2013) observed that the quantity of employees exiting an organisation may generate data on labour turnover or wastage that could be of great importance for use in supply forecasting. This can also assist in having information on the number of vacancies and shortfall as a result of labour turnover that needed to be filled. The quantity of employees that exit the organisation and reasons for their leaving furnishes the organisation with steps and actions needed to stem the tide of turnover while strengthening growth of retention rates.

The result ($\beta = .035$, $t = .961$, $p > .05$) in like manner indicated that demand forecasting is statistically not significant, implying that human resource planning is not effective in demand forecasting in the Nigerian federal public service. This is true because employment into the public sector is not based on demand from the sector for a particular skilled staff, rather employees are recruited based on directives by highly placed bureaucrats or politicians, who wants their children, relatives, friends' children or their admirers. The non-adherence to the principles of human resource planning especially as it affects demand forecasting in the recruitment of employees into the public sector accounts for the lopsided employment of employees into the public sector. The result of this study was in contrast to Reilly (2003) findings on workforce planning in Local Authorities in the UK, who affirmed that the request for labour and evaluation of the size, nature and sources of supply of human resource needs required to meet the demand. Reilly findings contradicted the result of this study because requirements forecast, availability forecast, and demand forecast based on merit, competence and capacity defines the personnel to be recruited. Prashanthi (2013) also argued that demand and supply forecasts determine probability of shortfall or surpluses. It offers the justification for recruitment,

retention and downsizing if necessary. This accounts for the high level of productivity of both the public and private sector in the United Kingdom where sentiments have no place in recruitment process.

The result ($\beta = .015$, $t = .390$, $p > .05$) ascertained that supply forecasting is statistically not significant. This means that human resource planning is not effective in supply forecasting in the Nigeria's federal public service. This accounts for why procedures are not taken into consideration before decisions are taken. An efficient supply forecasting expedites appropriate, suitable and legitimate appointment, deployment and placement of employees into the public sector organisations. Deployment and placement imply fitting suitable and appropriate person at the position in the work place. Appropriate and befitting placement leads to job satisfaction to the employees, which in turn will translate to and improves employee efficiency. Prashanthi (2013) asserted that supply forecasting is hinged on six components, namely, current quantity of human resources in terms of numbers in each occupation skills and potentials; forecasting losses to existing resources through attrition; forecasting changes to existing resources through internal promotion; and effecting changing conditions of work and absenteeism. Nevertheless, Mushayavanhu (1994) averred that human resource planning involves the forecasting of likely future situations with the object of recognising human resource demands and determining actions that can assist public sector organisations meet those demands. Also, Santos, Zhang, Gonzalez and Byde (2009) established that the purpose of human resource planning is to forecast public service needs for employees taking into account the internal and external supply of labour to meet staffing requirements.

The results of this study added to the literature and body of knowledge of HRP by assessing effectiveness of HRP in Nigeria's public sector. These results suggest that human resource planning in the Nigeria's public sector has not been effectively utilised for the productivity of the sector as a result of poor monitoring and supervision of human resource management activities. The results also showed that employee development programmes in the form of training and development is not tailored according to needs and areas that needs it. Rather employees that do not require the specific training are sent for training that is outside their areas of competence, this is because selection for such training and development is based on favouritism.

The results further revealed that development and retention through career advancement is poor. This is because there is job security in Nigeria's federal public sector, hence there is no labour turnover in the sector. The results similarly established that funding human resource planning has been inadequate which accounts for the poor human resource in Nigeria's federal public sector; and this have contributed immensely in the inefficiency in the public sector. Human resource planning involves strategies and practices that could only be achieved through adequate funding, however, the results showed that funding these strategies and practices have been very poor, hence HRP has been ineffective in Nigeria's public sector. The results also revealed that succession planning is ineffective in the public sector because merit is not employed in appointment and promotion. The study identified recruitment into the sector and labour turnover as the only indices of human resource planning that is fairly undertaken. This is because recruitment is not based on merit, rather by nepotism and financial inducement.

Table 1: Regression Analysis of effectiveness of human resource planning in Nigerian public service

| S/N | | β | Std. error | t | sig. (p) |
|-----|---|---------|------------|-------|----------|
| 1. | Supervision and Monitoring Activities | .014 | .035 | .404 | .687 |
| 2. | Staff Development Programmes (Training and Development) | .027 | .044 | .600 | .550 |
| 3. | Development and Retention (Career Advancement) | .026 | .036 | .710 | .479 |
| 4. | Funding | -.009 | .044 | -.197 | .844 |
| 5. | Succession Planning | -.009 | .043 | -.202 | .841 |
| 6. | Employee Alignment with future needs | .041 | .042 | .979 | .330 |
| 7. | Labour Turnover | .140 | .052 | 2.874 | .006 |
| 8. | Demand Forecasting | .035 | .036 | .961 | .339 |
| 9. | Supply Forecasting | .015 | .039 | .390 | .698 |
| 10. | Employee Recruitment | .072 | .036 | 1.978 | .051 |

Source: Field Survey Computation

V. CONCLUSION

The success of HRP mainly depends on commitment of the public sector organisations to design and implement plans that will attract competent and qualified personnel that will lead to accomplishing the organisation objectives. This study offers four contributions. First, that HRP is not adequately funded and employees are not recruited based on the future needs of the Nigerian public sector. Analysis showed that recruitment into the public sector is continuous because of the political patronage system that favours uncontrollable recruitment into the sector. Second, there is no succession planning in the public sector since career advancement is not taken into consideration when deciding on succession, rather nepotism comes into play. Third, staff development programmes in the form of training and retraining was not tailored towards identifying skills gap, instead funds allotted for staff development programmes are misappropriated and embezzled. Finally, demand and supply forecasting are not considered when recruiting specific type and quantity of employees into public sector organisations.

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