



Manpower Planning Process and Organizational Productivity of Selected Ministries, Departments and Agencies in Delta State, Nigeria

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ABSTRACT

This study investigated Manpower planning process and organizational productivity of selected Ministry, Department, and Agency (MDA) in Delta State, Nigeria. Manpower planning is a strategy for the acquisition, utilization, improvement and preservation of an organization's employees. Thus, it plays essential role in the attainment of organizational goals and earning of competitive edge. The objectives of the study were to; evaluate the effects of recruitment and selection on achievement of goals of MDAs in Delta State; assess the effects of training/development on Employee retention of MDAs in Delta State; ascertain the effects of human resource process control on quality service delivery of MDAs in Delta State, Nigeria. Various literatures were reviewed under conceptual framework, theoretical and empirical reviews. Behavioral and System Theories were used to underpin the study, and it was anchored on Human capital Theory. Descriptive survey research design was adopted and data were obtained through primary and secondary sources. The total population of the study was 2673 staff drawn from three (3) MDAs in Delta State, Nigeria; out of which a sample size of three hundred and thirty-six (336) was obtained with the aid of Freund and William's sample size determination formula. Structured questionnaire was used to elicit data from the respondents. While data collected were presented in tables and simple percentages. The formulated hypotheses were tested with correlation and OLS multiple regression; post regression diagnostic test (PRDT) was carried out as well to certify the regression model before generalization, which includes: test for multi-collinearity using the VIF test, test for heteroscedasticity and the Ramsey regression specification-error test for omitted variables (Ramsey RESET). The study also adopted stata version 13 of the statistical package for data analysis. The result of the study revealed that: Recruitment and selection has significant positive effects on organizational productivity, (Coef. 0.5682, $p = 0.000$), Training and development have a significant positive effect on employee turnover, (Coef. 0.5343, $p = 0.000$), Human resource process control has a significant positive effect on quality service delivery, (Coef. 0.5989, $p = 0.000$). It was concluded that one of the engines that drive productivity in organizations is not only the presence of the right personnel but matching them with the appropriate job positions and at the right time which permit them to realize their potentials to the fullest. The study therefore recommended among others; that to enhance employee performance, the system should be designed in a way to discover employees training and developmental needs and match the chosen training programs with the identified gaps in skills and expertise.

Keywords: Manpower Planning, Process, Organizational Productivity, Ministries, Agencies, Delta State, Nigeria.

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1. BACKGROUND TO THE STUDY

The antecedent of Manpower planning process aligns with the 20th century human relations movement that championed the creation of business values, through strategic management of Employees'. Workers' job description initially bordered around transactional responsibility (payroll and benefits administration). The era of global-inter-connectivity, business consolidation, modern technology and pronounced research and development scheme gave birth to strategic Manpower planning process such as; human resource forecast, recruitment and selection, training and development, talent management, succession planning, ethical considerations, industrial relations, conflict management, cultural diversity and inclusion, etcetera. These among other factors spearhead the understanding of effective Manpower planning process as a contemporary necessity (Kipkemboi, 2015).

Prior to this dispensation, the daunting task of assembling qualified workforce was the core responsibility of personnel managers. Personnel management is the process of overseeing the responsibilities of recruitment/selection, dismissal, training, remuneration, and industrial relations for achieving the overall organizational objectives. Personnel management in the United Kingdom and United States developed earlier than in Australia, Asia Pacific and later in Africa, due to their earlier and more widespread adoption of mass production work processes (Kipkemboi, *Ibid*). Power-driven equipment, improved production systems and economies of scale enabled products to be manufactured at a lower cost price, which further propelled the concentration of workers in an unconducive factories environment to reduce over-head cost. This menace attracted public attention to the poor conditions of employment, and made workers to act collectively to achieve better conditions of service. The Humanitarian, Cooperative and Marxist theories of the early 1900s highlighted the potential conflicts between employees and employers interests in modern industry situations that laid the foundations for the growth of trade unionism and industrial relations systems which are important elements of contemporary manpower planning process (Nankervis, Chatterjee, & Coffey, 2007).

Modern organizations operate in fast changing and unpredictable business environments due to globalization, climate change and cultural diversity (Busine & Watt, 2005). These variations intensified the degree to which Manpower planning process has been revolutionized over the past decades and it further gives the impression that there is apparently no saturation point for the growth of the profession (Rasool, Maqbool, Samma, Zhao, & Anjum., 2019). Today, every Employee who possess effective skills and competencies can translate them into profitable assets. Earlier companies sort People's input, which obviously have limited productive prospect; but contemporary organizations' recruit Employee's mind because a healthy and creative mind have unlimited potentials. Thus, there is a qualitative difference in the field of Manpower Planning Process (Human Resource planning) between the then industrial age and this current dispensation. In the industrial age, Human Resource management was one of the numerous functions amongst manifold operations, while in recent times; it has become the engine room for business sustainability. Every successful business leader in this knowledge-based economy understand the need for a dynamic workforce (Kleinsorge, 2010; as cited in Pinakshi, & Bhubaneswar, 2020).



Manpower planning process plays an essential role in the attainment of organizational goals, and earning of competitive edge (Koser, Rasool, & Samma, 2018). Organizations success is dependent on several factors, but the most important one is its employees, which operate and oversee other elements of production to achieve effectiveness and efficiency (Anjum, Ming, Siddiqi, & Rasool, 2018). The advancement in technology over the past decades have transformed Manpower planning process into a more sophisticated discipline with new opportunities and threats in both the functional areas and other aspects of manpower planning process (Pinakshi, et al., 2020). In the light of the above, Preeti and Jeet (2014) Posit that effective organizations are not built merely on investment and returns, they are rather founded on the quality of their workforce, commitment to the organizational goals and investments made to attract, train and retain superior Human capital.

1.1 Statement of the Problem

Business organizations experience constant change due to the dynamic and uncertain nature of the global business environment. The major responsibility of organizations at this digital age is the efficient utilization of Manpower and other factors of production. Organizations are saddled with several challenges such as; the ability to cope with fast changing technology, dearth of talent, rapid assimilation of communication through social media, significant degenerating level of both Employee and Customer loyalty, decentralized and global market landscape etc. Thus other challenges are; forecasting of future workforce requirements, sourcing of information about the workforce, accurate information and analysis of personnel costs, abreast with labour laws and regulations. The capacity to understand the new job gaps and development of new complementary staff roles, mechanisms for improving employee productivity and work processes, incentives and capacity to develop the necessary systems, change management process, Performance management and supervision systems.

The changing nature of work, owing largely to the rapid development in technology, protection of investors/corporate stakeholders' interest, strict/conflicting government policies and regulations, transition from industrial to knowledge-based economy, growing consumer sophisticated taste preference, and intense intra/inter industry competition. More so, high expectations and pressures on employees' performance have all necessitated the need to transcend into effective Manpower planning process, which is mostly borderless, technologically driven, people oriented, and innovative in nature. Planners must increasingly develop flexible planning scenarios leading to contingent plans. Hence, the need for proactive organizations to reorient themselves with the new paradigm. All these pose high-level threats to organizations. Against this backdrop, this study sought to investigate the effects of Manpower planning process on organizational productivity.

1.2 Objectives of the Study

The broad objective of this study was to investigate Manpower planning process and organizational productivity; while the specific objectives were to:

- i. Evaluate the effects of recruitment and selection on achievement of goals of MDAs in Delta State. Nigeria.
- ii. Assess the effects of training/development on Employee retention of MDAs in Delta State.
- iii. Ascertain the effects of human resource process control on quality service delivery of MDAs in Delta State.



1.3 Research Questions

- i. How does recruitment and selection process affect the achievement of goals in MDAs in Delta State?
- ii. To what extent do training and development affect employee retention in MDAs in Delta State?
- iii. How does human resource process control affect quality service delivery in MDAs in Delta State?

1.4 Hypotheses

- i. **H₀:** Recruitment and selection has no significant positive effects on the achievement of goals of MDAs in Delta State.
- ii. **H₀:** Training and development has no significant positive effects on Employee retention of MDAs in Delta State.
- iii. **H₀:** Human resource process control has no significant positive effects on quality service delivery of MDAs in Delta State.

2. REVIEW OF RELATED LITERATURES

2.1 Conceptual Review

2.1.1 Concept of Manpower Planning Process (MPP)

Human Resource Management involves Manpower Planning process (MPP), Recruitment and Selection, Training and Development, Compensation, Dispute and Grievance resolution, induction and managing workforce diversity (Margherita, & Braccini, 2020). Manpower planning process deals with Employees training and development, financial and non-financial needs, appraisal, peripheral benefits, and supervisor-subordinate relationship in the workplace (Taghipour & Dezfoul, 2013). Manpower planning process is an essential component of Human Resource Management (HRM). Manpower planning process is a managerial function, which is highly indispensable for the achievement of organizational productivity. There is need to plan for the various resources that organizations use, especially the human resource which happens to be the most crucial of all the resources in the organization (Anya, Umoh & Worlu, 2017).

This is because employees coordinate and utilize other resources towards the attainment of organizational goal. Besides, in this era of global competition and struggle for market share, only organizations with the right calibre of personnel can survive the intense competitive business environment. In other words, the hub to competitive advantage is the acquisition and proper utilization of organizational Manpower (Lunenbourg, 2012). If everything an organization needs to succeed is available excluding the workforce, their composition will be the determining factor in the achievement of competitive advantage (Noe, 2012). This underscores the need to plan, recruit, train and adequately place employees whether new or old in order to ensure effective and efficient functioning of the organization (Ezeani, 2006). Amin and Islam (2013) posit that the main aim of Manpower planning is to maintain the most appropriate staffing of all calibre across the organization departments or sections. It is not just the number, but it includes the mix of different skills requirement in the organization.



This is because, the essence of planning in this regard is to have the right people, in the right number, with the right knowledge in the right jobs, at the right place, at the right time and with the appropriate cost to the organization. Thus, the process demands that management should have good knowledge of the entire units of the organization served. The word “planning” is very central to management functions because it provides the framework for the implementation of other crucial managerial functions such as organizing, directing, coordinating, controlling, budgeting and staffing. It is by its nature purposeful and futuristic because it involves the determination of specific objectives as well as course of action, strategies, policies, programmes and procedures for achieving them (Okeke & Egboh, 2009). It is a process that allows for rapid skills update for creativity and innovation needed by organizations, (Du Plessis, Nel, Winter & Ngalo, 2011). Helavalade and Julius (2017) posit that human resource planning is the bedrock for every successful organization, while organizational performance is an indicator of the prosperity and sustainability of the business (Robbins, Judge & Sanghi, 2009).

Dialoke and Duru (2017) conceive human resource planning as a process of aligning an organization’s human capital with its business plan to achieve its mission. In other words, it means ensuring that an organization currently has and will continue to have the right people with the right skills in the right jobs, at the right time. Thus, the people must be at their assignments, performing effectively and efficiently.

2.1.2 Key to Successful Selection of Employees

Human Resource Managers must recognize that the selection of employees is one of their most important task. The fact that some companies are small makes every employee key personnel in the organization. Management should endeavour in their recruitment effort to hire people with requisite qualifications, high competence, and self-motivation for harnessing effectiveness and efficiency. Human resource managers must insist on hiring employees whose skill and capabilities complement the existing workforce for organizational synergy. The hiring Manager should base the employments on merit (Nwachukwu, 2007).

2.1.3 Training and Development

Training is a planned activity and targeted in various ways based on the organization’s actual work needs (Noe & Kodwani, 2018). Scholars have confirmed that training could improve economic and non-economic performance, including; reducing employee turnover, absenteeism, conflicts, and service quality by improving employees’ knowledge, abilities, skills and behaviours (Phillips, 2012; Guan & Frenkel, 2019). Human Resource Planning is a systematic process of training and development, by which individuals gain and apply knowledgeable insight and attitude to work effectively in an organization. It emphasizes the opportunity for growth and need to acquire on-the-job experience for futuristic benefits. Human resource development is a framework for the expansion of Human capital within an organization through the development of both the organization and individual to achieve optimal productivity. Adam Smith (2012) affirms that the capacities of individual depended on their access to education. It is the integrated use of training, organizational career development effort to improve individuals and group for further achievement of organizational effectiveness.



Manpower Training develops the key competencies that enable individuals in organizations to perform current and future job requirements through planned learning activities. It is the organized activities arranged within an organization in order to improve performance and general growth for the purpose of improving the jobs, the individual/or the organization. It includes training and development, careers development, organization development.

2.1.4 Human Resource Process Control

Manpower planning process is anchored on identifying the number of employees and their skill level that an organization needs to operate with towards the achievement of its set objectives. It is an ongoing process of regular/continued structured planning. The process confirms that employees are in the right number and that they are with the necessary skills as required in the organization for effective and efficient performance. Parker and Caine (2016) aver that such articulations are quite necessary to save the organization from unwanted situations of either shortage or excess of needed personnel, which could lead to idleness with its negative consequences. Hassan (2013) further maintain that failure to properly articulate and implement the three fundamental functions of human resource planning will pose great problems to the organization in terms of cost and expertise (skilled personnel). This actually lowers the level of competitiveness that the organization would have.

2.1.5 Organizational Productivity

Productivity is the relationship between units of labour input and unit of output (Nwachukwu, 2007). Its measurement serves as a scorecard of an effective use of resources. It is the driving force behind an organization's growth and profitability. It has become a major goal in every organization (Daft, 2000). Productivity is the relationship between output of goods and services of workers in an organization and input of resources, human and non-human materials used in the production process. However, productivity is the ratio of output to input. Hellriegel, Jackson, and Slocum (1999) define productivity as efficiency in the employment of production factors such as land, labour and capital to produce higher output. The higher the numerical value of the ratio, the greater the productivity (Onah, 2010). Productivity is the measure of how well resources are utilized in an organization and utilized for the accomplishment of a set result. Productivity means reaching the highest level of performance with the least expenditure of resources. Efficiency in production can be measured with the following factors; (a) increase in the level of production (b) lesser time in the production of a unit of output (c) lesser wastage in resources including defective output (d) the use of it or less factor inputs per more output than before.

2.1.6 Measures of Organizational Productivity

Management experts maintain that various initiatives and programs improve the productivity of organizations, nevertheless, these assertions are yet to be verified. Indeed, even the optimal definitions or measures of productivity remain controversial. Fortunately, when these propositions are assessed, the results are often encouraging; hence, practices that improve the commitment and attitudes of employees do indeed enhance many financial indicators of workplace productivity (Gong, Law, Chang, & Xin, 2009).



2.1.7 Achievement of Goals As a measure of Organisational Productivity

Many indices of workplace performance disregard the goals of organizations. In one year, for example, organizations might want to invest in expensive technology, to enhance productivity in the future. The profit in this year might be negligible even if the workplace fulfils its objectives. Accordingly, profit might not be a suitable measure of productivity in this context. Therefore, to gauge organizational productivity, the extent to which the organization has fulfilled its goals is examined. Organizations that manage errors effectively were more likely to fulfil their goals. That is, organizations were more likely to satisfy their goals, as measured by these two items: does employees communicate about errors, collaborated to resolve errors, and introduced practices that detect and manage errors expeditiously (Van Dyck, Frese, Baer, & Sonnentag, 2005).

2.1.8 Employee Retention

Employee retention refers to the strategies an organisation develops to mitigate employee turnover risk. It is the organisational goal of keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement, showing appreciation to employees providing competitive pay and benefit and encouraging a healthy work life balance. Employers are particularly interested in retaining employees during periods of low unemployment and increased competition for talent. To retain employees, organisations use human resource technology for recruiting, un-boarding, engaging and recognising workers as well as offering more work flexibility and modern benefits like physical and financial wellness program.

2.1.9 Why Employee Retention Is Important

Employee retention is important to team building and cohesion in the work place so that workers can come to trust and depend on each other. Diminished productivity and competitive advantage are among the biggest losses when talented employees leave an organisation. High employee turnover rate can harm an organisation ability to carry out its mission due to impairments to continuity loss of institutional knowledge and high cost of replacing departing workers and training new replacements. Employees departure can also lower morale and encourage more employees to leave the organisation. Another negative effect of turnover is the impact to customers who notice they are dealing with continual flow of different people. High turnover typically signals consumers that there is something wrong with the organisation or brand.

2.2 Theoretical Framework

Behavioural Theory and System Theory were used to buttress the study. The study was anchored on Human capital Theory.

2.2.1 Behavioural Theory

Watson, (1913), propounded this theory. He devised a methodological behaviour in 1913, a science of observable behaviour, which advocates that individual conduct can be observed, measured and recorded. Behaviourism assumes positive and negative reinforcement. Employees who behave well receive accolade while those who behave badly are punished. A positive change in behaviour indicates success, while beginners' behaviour are shaped through positive or negative reinforcement.



The behavioural perspective on Human Resource Development can be defined as the use of employees as tools for shaping patterns of behaviour that help to achieve organizational goals and objectives (Caliskan & Isik, 2016). The characteristics of an employee provide value to the organization only if channeled through employee behaviour.

On the other hand, employees must have the competencies necessary to exhibit this desired behaviour and attitude. Employees' behaviour and attitude determine the extent to which the employees will use their capabilities within the organization. If an employee has good attitude and behaviours such as high job satisfaction and great job commitment, he is more likely to work for the benefit of the organization, thereby positively affecting organization performance (Rothwell, indholm, Yarrish, Zaballero & Benscoter, 2012). The decision-making approach focuses on its importance, which is a reference between goal-oriented behaviour and conduct that does not optimize goal achievement. Consequently, decision makers are restricted by some environmental factors, thereby choosing alternatives that only meet their minimum criteria for success, rather than seeking an optimal solution. In some cases, despite Human Resource Development programs in an organization, some employees succeed in learning new skills and knowledge while others fail to grasp even the basic concepts, thus their performance do not improve, probably due to behaviour influence.

2.2.2 Empirical Review

This section is devoted to a thorough scholarly review of extant empirical studies in relation to the subject matter (Modern Human Resource Planning and Organizational Productivity). Mutua (2019) investigated effects of forecasting work force demand on organizational effectiveness and efficiency using descriptive survey design. The result showed that Manpower forecasting can be a strong means of achieving organizational effectiveness and efficiency but many ministries in Nairobi, Kenya were not making use of it. The study concluded that ministries in Nairobi, Kenya should endeavour to make use of forecasting as the instrument of achieving optimal staff level for the ministries.

In a related development, Samwel (2018) examined human resource planning as an important practice of anticipating future human resource requirement (number and skills level) of the organization. Through content analysis approach, the study established that there is a significant relationship between human resource planning (anticipating of skills or expertise level of the employees) and organizational Manpower requirement and consequently organizational performance. The study concluded that continuous practice of Manpower forecast will always give the organization a competitive edge in the industry.

Igbokwe, Osakede and Anazodo (2017) carried out a study on the effects of Manpower planning and development in Lagos State civil service commission, Nigeria. The study design was descriptive survey. The results of the analysis showed that the nature of Manpower planning and development curriculum has positive effects on Lagos State Civil Service performance. It also revealed that Manpower planning and development have positive effect on the attainment of Lagos State objectives. Thus it was concluded that the service should among others continue to improve on the current Manpower planning strategy and continue to update its Manpower development curriculum.



3. RESEARCH METHODOLOGY

3.1 Research Design

The researcher made use of descriptive survey research design because it shows the processes that led to the attainment of the research findings. It also shows a snapshot of the population in a specific moment, thereby guiding the researcher in drawing conclusions.

3.2 Population of the Study

The total population of this study is 2673, drawn from Ministry, Department, and Agency (MDA) in Delta State, namely: Delta State Civil Service Commission, Delta State Board of Internal Revenue Service, and Delta State Ministry of Economic Planning. These government outfits were appropriate for this study because of their strategic importance to the state economy.

Table 1.1: Population spread of Employees' of the selected MDA

S/N	Delta State Government Agencies	Population
1	Delta State Board of Internal Revenue Service	1374
2	Delta State Civil Service Commission	785
3	Delta State Ministry of Economic Planning	514
Total		2673

Source: Human Resource Departments of the Selected MDA, (2023).

3.3 Sample Size Determination

A sample size of three hundred and thirty-six (336) was drawn from the total population with the aid of Freund and Williams's sample size determination formula. (See table below for clarification). A total number of 336 (three hundred and thirty-six) respondents were considered as the sample size for this study.

$$n = \frac{x^2NP(1 - P)}{d^2N - 1 + x^2P(1 - P)}$$

Where:

- n = sample size
- x = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)
- N = the study population size
- P = the population proportion (assumed to be 0.50 since this would provide the maximum sample size).
- d = the degree of accuracy expressed as a proportion (0.05).



Given that the staff population size (N) is 2673 (see table 1.1), substituting the figures into the Formula, the sample size is:

$$n = \frac{3.841 \cdot 2673 \cdot 0.50(1-0.50)}{0.05^2(2673-1) + 3.841 \cdot 0.50(1-0.50)}$$

$$n = \frac{2566.75}{7.64025}$$

$$n = 335.95$$

$$n = \underline{336}$$

3.4 Sampling Technique

To stratify the above sample size, stratified sampling method was adopted. A stratified sampling method involves division of the population into classes, groups or stratum having some definite characteristics or features. It is used to give a proper representation to the designated State Government MDA using proportionality formula.

Thus $Q = A/N \times n/1$

Where: Q = the number of questionnaire that was allocated to each firm
A = the population of firm
N = the total population of all firm
n = the estimated sample size used in the study

Table 1.2: Stratification of Sample size

S/N	Delta State Government MDAs	Staff Strength	Sample Size	(%)
1	Delta State Board of Internal Revenue Service	$\frac{1374}{2673} \times \frac{336}{1} = 173$	173	51.5
2	Delta State Civil Service Commission	$\frac{785}{2673} \times \frac{336}{1} = 99$	99	29.5
3	Delta State Ministry of Economic Planning	$\frac{514}{2673} \times \frac{336}{1} = 64$	64	19
			336	100

Source: Field Survey, 2023

Table 1.3: Sample Size Distribution

S/N	Delta State Government MDAs	Population	Questionnaire (Q)
1.	Delta State Board of Internal Revenue Service	1374	173
2.	Delta State Civil Service Commission	785	99
3.	Delta State Ministry of Economic Planning	514	64
TOTAL		2673	336

Source: Field Survey, 2023



3.5 Sources of Data

In the course of conducting this research, data was obtained from both primary and secondary sources.

3.6 Primary Data

Structured questionnaire for the target respondents was the source of primary data. The items of the structured questionnaire focused on Manpower planning process and organizational productivity.

3.7 Secondary Information

These are existing information already collected, studied, analysed, documented, and shared in a particular format. The researcher did not derive data from this source; earlier scholars assembled them hence, related literatures, textbooks, magazines, journals, and the internet were sources of secondary data

4. ANALYSIS OF DATA

This section is concerned with analyzing the primary data sourced from the field survey in order to determine the pattern of responses using simple percentage depicted and regression analysis approach to examine the relationship that existed among variables.

Table 2.1: Recruitment/Selection and Achievement of goals

S/N	Questions	U (1)		SD (2)		D (3)		A (4)		SA (5)	
		No	%	No	%	No	%	No	%	No	%
5.	The ministry's employment policy is usually based on merit.	10	3.3	27	9	19	6.3	15	51.7	89	29.7
6.	Employees with the right skills and technical know-how are usually deployed to their areas of specialization.	-	-	28	9.3	40	13.4	88	29.3	144	48
7.	Public advertisement is usually made prior to civil service recruitment process to attract the right pool of workforce.	25	8.3	49	16.3	41	13.6	39	13	146	48.7
8.	Employees recruited through favouritism or God-fatherism usually have negative impact on achievement of goals.	-	-	9	3	29	9.7	17	58.4	88	29.3

Source: Analysis of Field Survey, 2022



The descriptive pattern of responses in Table 2.1 for recruitment and selection/achievement of goals sub-scale showed that on the fifth questionnaire item, 244 (81.4%) of the respondents were in agreement to the question (The MDAs employment policy is usually based on merit), 46 (15.3%) were of contrary opinion, while 10 (3.3%) could not come up with a decision. When asked if employees with the right skills and technical know-how are usually deployed to their areas of specialization; 232(77.3%) of the total respondents answered affirmatively and a minority of 68(22.7%) answered otherwise. With regards to the seventh questionnaire item, 185(61.7%) of the entire individuals sampled concur with statement that public advertisement is usually made prior to MDAs recruitment process to attract the right pool of workforce, 90(30%) disagree to it, while 25(8.3%) were undecided.

On the fourth item on the recruitment and selection/achievement of goals sub-scale, majority of respondents 262 (87.3%) agree that employees recruited through favouritism or god-fatherism usually have negative impact on achievement of goals while the rest minority 38(12.7%) hold a contrary opinion.

Table 2.2: Training/Development and Employee Retention

S/ N	Questions	U (1)		SD (2)		D (3)		A (4)		SA (5)	
		Nos	%	Nos	%	Nos	%	Nos	%	Nos	%
9.	There is provision for adequate training and development programme in our ministry.	52	17.3	69	23	88	29.3	50	16.7	41	13.7
10.	Acquired skills through on-the-job training enhance employee retention.	9	3	90	30	68	22.7	53	17.6	80	26.7
11.	Insufficient training programmes increases the rate at which Employees leaves the organization.	-	-	33	11	41	13.7	144	48	82	27.3
12.	Exposing Employees to training development creates job satisfaction and dissuades them from leaving the organization.	12	4	48	16	11	3.7	106	35.3	123	41

Source: Analysis of Field Survey, 2022

The descriptive pattern of responses in Table 2.2 for training/development and employee retention sub-scale indicated that on the ninth questionnaire item 91 (30.4%) of the respondents affirmed that there is provision for adequate training and development programme in our ministry, 157 (52.3%) hold a contrary view and the remaining 52 (17.3%) were indecisive.



With respect to the second question that acquired skills through on-the-job training enhance organizational productivity, 133 (44.3%) concur to it, 158 (52.7%) disagree with it and remaining 9 (3%) could not make a choice. On the third item on training/development and employee retention sub-scale, 226 (75.3%) respondents are of the view that insufficient training programmes increases the rate at which employees leave the organization, and the rest 74 (24.7%) disagree to it. When questioned if exposing employees to training development creates job satisfaction and dissuades them from leaving the organization 229 (76.3%) of sampled employees concur to it, 59 (19.7%) hold a contrary view and the remaining 12 (4%) respondents were undecided.

Table 2.3: Human Resource Process Control and Quality Service Delivery

S/N	Questions	U (1)		SD (2)		D (3)		A (4)		SA (5)	
		No	%	No	%	No	%	No	%	No	%
13.	Employees are treated with respect and dignity at the work environment.	17	5.7	47	15.7	58	19.3	93	31	85	28.3
14.	There are performance incentives to motivate employees to be more productive.	-	-	30	10	31	10.3	136	45.4	103	34.3
15.	Most employees are intentionally redundant because they do not feel valued by management.	31	10.3	60	20	41	13.7	63	21	105	35
16.	There are disciplinary measures for laissez-faire attitude to work.	-	-	27	9	155	51.7	29	9.6	89	29.7

Source: Analysis of Field Survey, 2022.

The descriptive pattern of responses in Table 2.3 for HR process control and quality service delivery sub-scale indicated that on the thirteenth questionnaire item, 178 (59.3%) of the total respondents agree to the question (Employees are treated with respect and dignity at the work environment), 105(35%) disagree to it while 17 (5.7%) could not make a choice. When asked if there are performance incentives to motivate employees to be more productive, an overwhelming 239 (79.7%) of the respondents affirmed to it while the remaining 61 (20.3%) differ on the statement.

With respect to the fifteenth questionnaire item, 168 (56%) sampled individuals are of the opinion that most employees are intentionally redundant because they do not feel valued by management, while 101 (33.7%) hold a contrary opinion and the rest 31 (10.3%) could not take a position on the statement. When asked if there are disciplinary measures for laissez-faire attitude to work, minority 118 (39.3%) of the total respondents answered in affirmative. Surprisingly a vast majority 182 (60.7%) answered otherwise to the laxity of disciplinary measures.



4.1 Test of Hypotheses

Table 2.2.1 Recruitment and selection (Independent Variable) on achievement of goals (Dependent Variable)

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regress prodt recsl
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Source	SS	df	MS
Model	67.5363293	1	67.5363293
Residual	123.193671	298	.41340158
Total	190.73	299	.637892977

Source: Researcher's computation (using Stata version 13.0)

H0₂: Recruitment and selection has no significant positive effect on achievement of goals of MDAs in Delta State.

The regression result output in table 2.2.1 shows that recruitment and selection has a significant positive effect on achievement of goals (Coef. 0.5682, p = 0.000).

Table 2.2.2: Training and Development (Independent Variable) and Employee Retention (Dependent Variable)

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regress emptn trdev
```

Source	SS	df	MS
Model	56.2571687	1	56.2571687
Residual	229.329498	298	.769562074
Total	285.586667	299	.955139353

Source: Researcher's computation (using Stata version 13.0)

H0₃: Training and development has no significant positive effect on Employee retention of MDAs in Delta State.



The p-values for recruitment and selection is less than 0.05, hence, the null hypothesis is rejected, while the alternate is accepted, which state that recruitment and selection has a significant positive effect on achievement of goals of MDAs in Delta State. Furthermore, it can be seen from the table that the R^2 (coefficient of determination) value of 0.354 shows that 35.4% of variance in achievement of goals is accounted for brought about by recruitment and selection. The regression result output from table 2.2.2 reveals that training and development has a significant positive effect on employee retention (Coef. 0.5343, $p = 0.000$). The p-values for training and development is less than 0.05, hence, the null hypothesis was rejected, while the alternate was accepted, which states that training and development has a significant positive effect on employee retention of Ministries, Departments and Agencies in Delta State. Furthermore, it can be seen from the table that the R^2 (coefficient of determination) value of 0.197 shows that 19.7% of variance in employee retention is accounted for by variance in training and development.

Table 2.3: HR process control (Independent Variable) on quality service delivery (Dependent Variable)

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regress qsdel hrpco
```

Source	SS	df	MS
Model	82.9250747	1	82.9250747
Residual	177.404925	298	.595318541
Total	260.33	299	.870668896

Source: Researcher's computation (using Stata version 13.0)

H0₄: Human resource process control has no significant positive effect on quality service delivery of MDAs in Delta State.

The regression result output in table 2.2.3 reveals that human resource process control has a significant positive effect on quality service delivery (Coef. 0.5989, $p = 0.000$). The p-value for human resource process control is less than 0.05; hence, the null hypothesis was rejected, while alternate was accepted, which states that human resource process control has a significant positive effect on quality service delivery of MDAs in Delta State. Additionally, from the table the R^2 (coefficient of determination) value of 0.318 shows that 31.8% of variance in quality service delivery is accounted for by human resource process control.



5. DISCUSSION OF RESULTS

Recruitment/Selection and Achievement of Goals

The result shows that recruitment and selection have a significant positive effect on achievement of goals of MDAs in Delta State. (Coef. 0.5682, $p = 0.000$), The p -value for recruitment and selection is less than 0.05, therefore, we accept the alternate hypothesis, which states that recruitment and selection has a significant positive effect on achievement of goals of MDAs in Delta State. What this means is that when there is a rise in recruitment and selection in the organization, there is a complementary growth in goal achievement of MDAs in Delta State and vice versa. The finding is also supported by Ekwoaba, J. O. Ikeije U.U., Ndubuisi, U. (2019) report that the effectiveness of an organization's recruitment and selection system can influence bottom-line business outcomes, such as productivity and financial performance. Furthermore, Kayemba, Iwu & Allen-Ile (2015) emphasized that when the right people are hired, and more importantly work in a conducive environment, then they are able to increase the productivity of the organization.

5.1 Training/Development and Employee Retention

The regression result output shows that training and development has a significant positive effect on employee retention (Coef. 0.5343, $p = 0.000$). Since the p -values for training and development is less than 0.05, the null hypothesis was rejected, while the alternate was accepted; which states that training and development has a significant positive effect on employee retention of MDAs in Delta State. This implies that when training and development are on the increase, there will be an increase in employee turnover level of MDAs in Delta State. This is in consonant with Armstrong (2012) assertion that training and development increases employees' performance, which in turn improve organizations productivity, and will further check and arrest the several human and financial costs involved with employees' turnover. This was further supported by Mumford (2000) discovery that organizations who invest heavily on training and development reap long-term benefits through employee retention and productivity gains.

5.2 Human resource process control and quality service delivery

The result reveals that human resource process control has a significant positive effects on quality service delivery (Coef. 0.5989, $p = 0.000$). Since the p -value for human resource process control is less than 0.05, the null hypothesis was rejected, while the alternate was accepted, which states that human resource process control has a significant positive effects on quality service delivery of MDAs in Delta State. In essence, it means that if there is a proliferation in human resource process control, the quality of service delivered will improve. On the other hand, when there is less freedom in human resource process control, quality service delivery is negatively affected. This finding concurs with Kyriazoglou's (2020) observation that the primary purpose of human resource process controls is to enable and facilitate the management of the human resources of any organization in such a way that it brings more benefits to the organization through excellent delivery of work outputs. In addition, Apostolou (2018) posits that human resources controls that focus on employee behavior are used in human resources management to meet organizational goals, one of which is quality service delivery.



6. SUMMARY OF FINDINGS

Based on the analysis of data and test of hypotheses, the study revealed thus.

- i. Recruitment and selection have significant positive effects on achievement of goals of MDAs in Delta State, (Coef. 0.5682, $p = 0.000$).
- ii. Training and development have significant positive effects on employee retention of MDAs in Delta State, (Coef. 0.5343, $p = 0.000$).
- iii. Human resource process control has a significant positive effect on quality service delivery of MDAs in Delta State, (Coef. 0.5989, $p = 0.00$).

7. CONCLUSION

One of the propellers of productivity in organizations is not only the presence of the right personnel but matching them with the appropriate job positions and at the right time which permit them to realize their potentials to the fullest. Training and development are the most effective and pervasive methods of improving the technical skills and sharpening the managerial expertise of the workforce. By extension, it is also the surest means for organizations to prevent employees' high turnover. In an organizational setting, control establishes good operating environment and ensure the successful execution of daily activities, operational transactions, and proper management of the human resources of the organization.

8. RECOMMENDATIONS

The recommendations are as follows, based on the findings from the research

- i. Human resource managers should incorporate techniques that will eliminate biases and boost efficiency in the recruitment and selection process in the work place to enhance effective performance of MDAs in Delta State. Nigeria.
- ii. To enhance employee performance, the system should be designed in such a way to discover employees training and developmental needs and match the chosen training programs with the identified gaps in skills and expertise.
- iii. To develop a solid human resource control system, top executives must establish a good performance appraisal process that evaluates an employee's performance against the standards set by the MDAs, documents the performance and yields measurable information that can be used to provide valuable feedback to the employee on areas requiring improvement.



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