

Research Article

HUMAN RESOURCE PLANNING AND ORGANISATIONAL PERFORMANCE IN ENUGU STATE PUBLIC SERVICE

^{1*}Igbokwe P. I. (Ph.D) ²Umeano Divine Adaora

^{1&2} Department of Public Administration, Obafemi Awolowo University, Ile Ife, Osun State, Nigeria

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Abstract

This study examined the influence of human resource planning on organisational performance in the Enugu State Public Service. The study was premised on the need for public institutions to adopt strategic workforce management practices that enhance employee competence, improve operational efficiency, and promote effective service delivery. The specific objectives were to examine the human resource planning strategies adopted, determine their effect on organisational performance, and identify the challenges affecting effective implementation of human resource planning in the Enugu State Public Service. A descriptive survey research design was adopted, with a population of 23,572 employees across selected ministries, departments, and agencies. A sample size of 393 respondents was determined using the Taro Yamane formula. Data were collected through a structured questionnaire and analysed using descriptive statistics and multiple regression analysis with SPSS Version 27.0. The findings revealed that human resource planning strategies were significantly practiced, with an overall grand mean score of 3.78. Training and development recorded the highest adoption level (Mean = 3.95), while succession planning recorded the lowest (Mean = 3.55), indicating the need for improved leadership continuity mechanisms. The regression results showed that human resource planning significantly influenced organisational performance, with an R^2 value of 0.663, indicating that 66.3% of variations in organisational performance were explained by HR planning practices. The model was statistically significant ($F = 118.263$, $p < 0.001$). Manpower forecasting had the strongest positive effect ($\beta = 0.326$, $p < 0.001$),

followed by workforce utilisation ($\beta = 0.289$, $p < 0.001$) and employee competency development ($\beta = 0.267$, $p < 0.001$). Major challenges identified include budgetary constraints (Mean = 3.89), political interference (Mean = 3.82), and weak human resource information systems (Mean = 3.71). The study concludes that effective human resource planning is essential for improving public sector performance and recommends strengthening workforce forecasting, digital HR systems, employee development, and succession planning.

Keywords: Human Resource Planning, Organizational Performance, Public Service, Workforce Forecasting, Employee Development.

Introduction

Human resource planning (HRP) is a fundamental aspect of human resource management that ensures an organization has the right number of employees with the appropriate skills, knowledge, and competencies to achieve its objectives. Rather than serving as a routine administrative function, HRP is a strategic process that aligns workforce requirements with organizational goals through manpower forecasting, recruitment, training, succession planning, and employee development. Effective human resource planning enables organizations to respond to changes in their operating environment while improving productivity, service quality, and long-term sustainability (Armstrong & Taylor, 2023).

In recent years, rapid technological advancement, globalization, demographic changes, and increasing public expectations have made strategic workforce planning more important than ever. Organizations that anticipate future workforce needs are better positioned to address skill shortages, improve employee performance, and maintain operational efficiency. Research has shown that well-implemented HRP contributes significantly to organizational performance by strengthening employee commitment, enhancing productivity, and ensuring continuity through effective talent management and succession planning (Bratton & Gold, 2024; Bahiroh, 2024). The relevance of human resource planning is particularly evident in the public sector, where government institutions are responsible for delivering essential services that influence citizens' welfare and socio-economic development. Public organizations require competent and adequately motivated personnel to implement government policies effectively. Strategic workforce planning assists public institutions in optimizing available human resources, improving accountability, strengthening institutional capacity, and responding to changing service demands despite financial and administrative constraints (Makhanya, 2024).

In Nigeria, public sector reforms have consistently emphasized improved human resource management as a means of enhancing governance and service delivery. Despite these reforms, many public institutions continue to face challenges such as poor manpower forecasting, inadequate succession planning, uneven staff distribution, delays in recruitment, and insufficient investment in employee capacity development. These shortcomings often reduce employee productivity and weaken organizational effectiveness (Igbokwe-Ibeto et al., 2015; Ubah & Ibrahim, 2021). The Enugu State Public Service plays a critical role in implementing government policies and providing essential public services. Its effectiveness depends largely on the availability of a competent workforce supported by sound human resource planning practices. However, ineffective workforce planning may result in staff shortages, duplication of responsibilities, low employee morale, increased workload, and poor service delivery. As public administration becomes more complex, there is a growing need for workforce planning approaches that incorporate competency development, leadership succession, workforce analytics, and continuous learning to improve institutional performance (Armstrong & Taylor, 2023; Bahiroh, 2024).

Although previous studies have examined the relationship between human resource planning and organizational performance, limited empirical evidence exists on the specific strategies and challenges associated with HRP in the Enugu State Public Service. This study therefore examines the human resource planning strategies adopted within the Enugu State Public Service, evaluates their influence on organizational performance, and identifies the challenges affecting their implementation. The findings are expected to provide practical recommendations for improving workforce planning, enhancing organizational efficiency, and strengthening public service delivery.

Statement of the Problem

Human resource planning (HRP) is fundamental to improving organizational performance because it ensures that public organizations have a workforce with the appropriate skills, competence, and capacity to achieve institutional objectives. Strategic HRP involves forecasting labour needs, recruitment, staff development, succession planning, and effective deployment of personnel. When these activities are properly implemented, they enhance employee productivity, service delivery, and organizational effectiveness (Armstrong & Taylor, 2023; Bratton & Gold, 2024).

Despite its importance, the Nigerian public service continues to experience deficiencies in workforce planning. Many government institutions face challenges such as inadequate manpower forecasting, uneven staff distribution, weak succession planning, limited employee development, and recruitment practices influenced by non-merit considerations. These shortcomings contribute to low employee productivity, inefficient service delivery, skills shortages, and poor organizational performance (Igbokwe-Ibeto et al., 2015; Ubah & Ibrahim, 2021). Although public sector reforms have sought to strengthen personnel management, the implementation of strategic human resource planning remains inconsistent.

The Enugu State Public Service also faces concerns regarding the effectiveness of its workforce planning practices. Questions remain about whether existing HRP strategies adequately support employee deployment, career development, workforce sustainability, and the achievement of organizational goals. Weak planning may result in staffing imbalances, reduced efficiency, increased operational costs, and diminished quality of public service delivery (Nondoh et al., 2020).

Previous studies have examined the relationship between human resource planning and organizational performance in different public sector settings, but limited empirical attention has been given to the Enugu State Public Service. This geographical and contextual gap restricts evidence-based policy decisions tailored to the state's administrative environment. Consequently, this study examines the influence of human resource planning on organizational performance in the Enugu State Public Service and identifies the challenges affecting its effective implementation. The findings are expected to provide practical insights for strengthening workforce planning and improving public sector performance.

Research Questions

The study seeks to provide answers to the following research questions:

- i. What human resource planning strategies are adopted in the Enugu State Public Service?
- ii. What is the effect of human resource planning on the performance of the Enugu State Public Service?
- iii. What are the challenges associated with human resource planning in the Enugu State Public Service?

Objective of the Study

The broad objective of this study is to examine the effect of human resource planning on organizational performance in the Enugu State Public Service. The specific objectives of the study are to:

- i. examine the human resource planning strategies adopted in the Enugu State Public Service;
- ii. assess the effect of human resource planning on the organizational performance of the Enugu State Public Service; and
- iii. identify the challenges associated with human resource planning in the Enugu State Public Service.

2.0 LITERATURE REVIEW

2.1 Conceptual Review

2.1. Human Resource Planning

Human resource planning (HRP) is a strategic management process through which organizations ensure that the right number of employees, possessing the appropriate knowledge, skills, and competencies, are available to achieve present and future organizational objectives. It involves forecasting workforce needs, evaluating existing human resources, identifying gaps, and implementing strategies to address shortages or surpluses. Contemporary HRP extends beyond routine staffing activities by integrating workforce planning with organizational strategy, succession planning, talent development, and organizational adaptability. This strategic orientation enables organizations to respond effectively to technological advancements, demographic shifts, labour market dynamics, and changing institutional priorities (Armstrong & Taylor, 2023).

In the public sector, human resource planning is particularly significant because government institutions operate within complex administrative, financial, and regulatory environments. Effective HRP ensures that ministries, departments, and agencies maintain a competent and motivated workforce capable of delivering efficient public services while operating within budgetary and policy constraints. According to Dessler (2024), strategic workforce planning enhances staffing decisions, optimizes employee utilization, supports succession planning, and sustains service delivery in the face of retirements, workforce ageing, and public sector

reforms. Core HRP activities include workforce forecasting, job analysis, recruitment planning, training and development, competency assessment, employee retention, and career succession planning, all of which contribute to improved organizational productivity and operational efficiency (Bratton & Gold, 2024).

Within the Nigerian public service, however, effective human resource planning remains constrained by inadequate workforce forecasting, political influence in recruitment, uneven staff distribution, ageing personnel, and insufficient investment in employee development. These challenges frequently result in low productivity, poor employee morale, inefficient service delivery, and reduced organizational performance (Adebayo & Ojo, 2022). Consequently, strengthening HRP through transparent, merit-based recruitment, continuous capacity development, and evidence-based workforce planning is essential for enhancing institutional effectiveness. In the Enugu State Public Service, sound human resource planning provides the foundation for building a competent workforce, improving policy implementation, strengthening organizational resilience, and achieving sustainable public sector performance.

2.1.2 Organisational Performance

Organisational performance refers to the extent to which an organisation achieves its strategic objectives through the efficient and effective utilisation of human, financial, technological, and material resources. It reflects an organisation's capacity to convert available resources into desired outcomes while maintaining productivity, accountability, and service quality. Unlike private organisations that primarily assess performance through profitability and market share, public sector organisations measure performance based on service delivery, operational efficiency, transparency, employee productivity, and citizen satisfaction (Armstrong, 2023).

In the Enugu State Public Service, organisational performance is demonstrated by the ability of ministries, departments, and agencies to provide timely, reliable, and quality public services while fulfilling statutory responsibilities. The achievement of these goals depends significantly on the availability of competent personnel and effective human resource management. Human resource planning contributes to organisational performance by ensuring that the right employees, possessing the required knowledge, skills, and

competencies, are available to meet both present and future workforce demands. Effective workforce planning enhances employee commitment, administrative efficiency, policy implementation, and overall public service delivery (Dessler, 2022).

Organisational performance is multidimensional and encompasses both financial and non-financial indicators. Within the public sector, emphasis is placed on service quality, operational efficiency, innovation, institutional effectiveness, employee development, and stakeholder satisfaction. The Balanced Scorecard framework further highlights performance from the perspectives of internal processes, learning and growth, customer satisfaction, and organisational effectiveness, providing a comprehensive approach to evaluating institutional success (Kaplan & Norton, 2021). Despite these expectations, organisational performance in many Nigerian public institutions is constrained by political interference, inadequate workforce planning, weak succession management, insufficient employee training, poor human resource information systems, and bureaucratic inefficiencies. Addressing these challenges requires strategic human resource planning that aligns workforce capabilities with organisational objectives, strengthens accountability, and promotes sustainable public sector reforms (OECD, 2023; UNDP, 2023). Consequently, effective human resource planning remains a critical driver of improved employee productivity, institutional effectiveness, and quality public service delivery in the Enugu State Public Service.

2.1.3 Human Resource Planning Strategies Adopted in the State Public Service

Human resource planning (HRP) strategies are systematic approaches used by public organizations to ensure that an adequate number of competent employees are available to achieve institutional objectives. In the state public service, HRP encompasses workforce forecasting, recruitment and selection, succession planning, employee development, and performance management. These strategies enable government institutions to align human resource capacity with policy priorities, improve operational efficiency, and sustain quality public service delivery in a dynamic administrative environment (Armstrong & Taylor, 2023).

A key HRP strategy is workforce forecasting, which involves assessing current staffing levels, anticipated retirements, employee turnover, and future manpower requirements. Effective forecasting enables ministries and agencies to make informed staffing decisions, reduce labour shortages or surpluses, and allocate resources efficiently (Dessler, 2022). Strategic

recruitment and selection also play a critical role by ensuring that qualified personnel are appointed through transparent, merit-based processes, thereby enhancing professionalism, accountability, and organizational effectiveness (Bratton & Gold, 2022).

Another important strategy is succession planning, which prepares high-potential employees to assume leadership and technical positions as experienced officers retire or exit the service. This process preserves institutional knowledge, ensures leadership continuity, and minimizes disruptions in public administration (Rothwell, 2021). Similarly, employee training and capacity development provide public servants with the technical, managerial, and digital competencies required to adapt to changing governance demands and improve productivity. Continuous learning has become increasingly important with the growing adoption of digital technologies in government operations (Noe, 2023).

Despite these strategies, many Nigerian state public services experience challenges such as inadequate workforce data, political interference, insufficient funding, weak succession systems, and limited technological infrastructure, which undermine effective HRP implementation (Ogunyomi & Babalola, 2022). In the Enugu State Public Service, the successful application of workforce forecasting, recruitment, succession planning, training, performance management, and human resource information systems is expected to strengthen employee productivity, improve service delivery, and enhance overall organizational performance. These strategies therefore constitute an essential framework for evaluating the relationship between human resource planning and organizational performance.

2.1.4 Assess the Extent to Which Human Resource Planning Affects the Performance of the State Public Service

Human resource planning (HRP) is a strategic management process concerned with forecasting an organization's future workforce requirements and ensuring the availability of competent employees to accomplish institutional objectives. In the public service, where performance is evaluated through efficiency, accountability, quality service delivery, and responsiveness to citizens rather than profit generation, HRP serves as a vital mechanism for improving administrative effectiveness. Armstrong and Taylor (2023) argue that HRP enhances organizational performance by aligning employee numbers, skills, and competencies with institutional goals. Within the Enugu State Public Service, effective HRP promotes

proper workforce utilization and strengthens the capacity of government institutions to deliver quality services.

The influence of HRP on public service performance can be examined through workforce planning, employee productivity, operational efficiency, and service outcomes. Proper workforce forecasting enables ministries, departments, and agencies (MDAs) to identify staffing needs, recruit suitable personnel, and ensure effective deployment of employees. This reduces problems associated with overstaffing, understaffing, and skill mismatches, thereby improving productivity and reducing administrative delays (Dessler, 2022). However, inadequate HRP often results in poor manpower distribution, declining employee efficiency, and reduced organizational effectiveness.

Furthermore, HRP contributes to improved performance by identifying employee skill deficiencies and guiding training and development initiatives. Through systematic competency assessment and capacity-building programmes, public servants acquire the knowledge and abilities required to manage emerging administrative challenges, technological changes, and policy demands. According to Noe et al. (2022), organizations that invest in employee development achieve higher levels of motivation, commitment, and performance. In the era of digital governance, strategic HRP has become increasingly important in preparing public institutions for technological transformation. Effective planning enables government organizations to recruit and develop employees with competencies in digital systems, data management, and modern administrative practices, thereby improving transparency, efficiency, and accessibility of public services (World Bank, 2023).

Despite its importance, HRP in Nigerian public institutions is often affected by poor forecasting, inadequate training, political influence in recruitment, and weak succession planning. These challenges negatively affect workforce stability and service delivery. Therefore, the extent to which HRP affects the performance of the Enugu State Public Service can be measured through improvements in employee productivity, operational efficiency, workforce effectiveness, service quality, and citizens' satisfaction.

2.1.5 Challenges Associated with Human Resource Planning in the State Public Service

Human Resource Planning (HRP) is a strategic management process through which public organizations forecast workforce requirements, identify competency gaps, and develop appropriate strategies to ensure that the right employees with the required skills are available at the right time. In the state public service, effective HRP is essential for improving administrative efficiency, enhancing service delivery, and achieving government objectives. However, several institutional, financial, technological, and managerial challenges limit the successful implementation of HRP, particularly in developing public sector environments such as the Enugu State Public Service (Armstrong & Taylor, 2023).

One major challenge is the absence of accurate and reliable workforce information systems. Effective HR planning requires updated records on employee qualifications, skills, retirement patterns, vacancies, and manpower distribution. However, many public institutions still depend on outdated manual record-keeping systems, resulting in inaccurate workforce projections, poor deployment of personnel, and inefficient allocation of human resources (Dessler, 2022).

Financial limitations also pose significant constraints to HR planning. Inadequate budgetary provisions often affect recruitment, employee training, career development, and investment in modern human resource technologies. As a result, public organizations may experience skill shortages, reduced employee capacity, and difficulties in preparing employees for future responsibilities (Bratton & Gold, 2022). Political influence in personnel decisions is another critical challenge. Recruitment, promotion, and staff placement are sometimes affected by political considerations rather than competence and organizational requirements. Such practices weaken merit-based administration, reduce employee motivation, and negatively affect public sector performance (Okolie & Onyema, 2023).

Furthermore, inadequate succession planning creates leadership and knowledge gaps, especially when experienced employees retire without proper replacement strategies. The rapid introduction of digital technologies and changing public sector demands also require continuous adjustment of workforce plans. Without flexible HR strategies and continuous staff development, public institutions may struggle to respond effectively to emerging challenges (Noe et al., 2023). Therefore, improving HR planning in the Enugu State Public Service requires investment in digital workforce management systems, adequate funding,

transparent personnel practices, effective succession planning, and continuous professional development. Addressing these challenges will enhance employee effectiveness, administrative performance, and the overall quality of public service delivery..

2.2 Theoretical Review

Human Capital Theory: Human Capital Theory, originally developed by Becker (1964), argues that employees represent valuable organisational assets whose knowledge, skills, competencies, and experiences contribute significantly to organisational productivity and performance. The theory suggests that investment in human resources through recruitment, training, development, and career advancement enhances employees' capabilities, which subsequently improves organisational outcomes. In relation to human resource planning, Human Capital Theory provides a strong foundation for understanding why organisations must systematically forecast their workforce needs and develop strategies for acquiring and retaining skilled employees. Within the Enugu State Public Service, the theory implies that effective manpower planning enables government institutions to identify skill gaps, allocate personnel appropriately, and invest in employee development programmes that enhance efficiency and quality of public service delivery. Furthermore, the theory emphasises that organisations that fail to strategically manage their human resources may experience poor productivity, skills shortages, and ineffective service delivery. Thus, human resource planning serves as a mechanism through which the public service can maximise the value of its workforce and achieve improved organisational performance (Ogunyomi & Bruning, 2021). Recent studies have also demonstrated that public organisations that prioritise employee competence development and strategic workforce management achieve higher levels of institutional effectiveness and operational efficiency (Adegbite & Salami, 2023).

Resource-Based View (RBV) Theory: The Resource-Based View Theory, introduced by Barney (1991), explains that organisations achieve sustainable competitive advantage through the effective management of valuable, rare, inimitable, and non-substitutable resources. Among these resources, human capital remains one of the most important because employees possess unique knowledge, expertise, creativity, and institutional experience that cannot easily be replicated. The relevance of RBV Theory to human resource planning lies in its argument that workforce capabilities are strategic resources that determine organisational success.

Effective human resource planning enables organisations to identify critical employee competencies, position the right individuals in appropriate roles, and ensure that available human resources support organisational goals. In the context of the Enugu State Public Service, the theory suggests that properly planned and strategically managed employees can enhance administrative efficiency, policy implementation, innovation, and responsiveness to citizens' needs. The theory further explains that poor workforce planning may lead to employee shortages, inappropriate placement, underutilisation of skills, and declining organisational performance. Therefore, public institutions that integrate strategic human resource planning into their management systems are more likely to achieve improved performance outcomes through better utilisation of their workforce resources (Adebayo & Yusuf, 2022). Recent evidence indicates that public sector organisations increasingly rely on strategic human resource capabilities to improve institutional resilience and service effectiveness (Musa & Ibrahim, 2024).

Strategic Human Resource Management (SHRM) Theory: Strategic Human Resource Management Theory focuses on the alignment between human resource practices and organisational strategies to achieve improved performance outcomes. The theory, advanced by scholars such as Wright and McMahan (1992), proposes that human resource activities should not operate independently but must be integrated with organisational objectives and long-term strategic plans. The theory is highly relevant to this study because human resource planning represents one of the major components of strategic human resource management. It involves analysing future workforce requirements, developing recruitment strategies, planning employee succession, and ensuring that organisational goals are supported by appropriate human capabilities. Within the Enugu State Public Service, SHRM Theory suggests that effective workforce planning can improve organisational performance by ensuring that government ministries, departments, and agencies have employees with the right skills, knowledge, and competencies required for effective public administration. The theory also highlights the importance of integrating workforce decisions with broader institutional policies to promote accountability, efficiency, and improved service delivery. Empirical studies have shown that organisations that adopt strategic human resource management practices experience improved employee commitment, productivity, and organisational performance because human resource decisions become proactive rather than reactive (Oluwatayo & Oladejo, 2021). In public sector institutions, strategic alignment of workforce

planning has been associated with improved administrative effectiveness and better utilisation of government resources (Eze & Nwankwo, 2023).

Contingency Theory of Management: Contingency Theory, associated with scholars such as Fiedler (1964) and Lawrence and Lorsch (1967), argues that there is no single best approach to organisational management. Instead, effective management practices depend on the specific environmental conditions, organisational structure, workforce characteristics, and operational challenges faced by an organisation. The application of Contingency Theory to human resource planning suggests that workforce strategies must be designed according to the unique needs and circumstances of an organisation. In the public service sector, workforce requirements are influenced by factors such as government policies, demographic changes, technological advancement, financial constraints, and citizens' expectations. For the Enugu State Public Service, the theory implies that effective human resource planning requires flexibility and adaptability. Workforce planning strategies that are successful in one government institution may not necessarily produce similar results in another due to differences in functions, organisational structure, and operational demands. Therefore, public managers must continuously assess workforce conditions and adjust human resource strategies to enhance organisational performance. Recent research supports the argument that flexible and context-specific human resource planning approaches enable public institutions to respond effectively to changing administrative environments and improve institutional outcomes (Chukwuemeka & Okafor, 2022). The theory therefore provides an important explanation of how environmental factors influence the effectiveness of human resource planning practices.

2.3 Empirical Review

Eze and Nwankwo (2021) conducted a study titled “Human Resource Planning and Organisational Performance in Public Sector Organisations in Nigeria.” The study examined the extent to which human resource planning practices influence organisational effectiveness among selected government ministries in Nigeria. The researchers adopted a descriptive survey research design. The population consisted of public servants across selected ministries, from which a sample size of 286 respondents was determined using the Taro Yamane sampling technique. A stratified random sampling technique was applied to ensure adequate

representation of employees from different departments and administrative levels. Data were collected through structured questionnaires administered to employees, while responses were analysed using Pearson Product Moment Correlation and multiple regression analysis. The findings revealed that human resource forecasting, employee placement, and manpower development significantly influenced organisational performance. The study showed that institutions that engaged in systematic workforce planning experienced improved employee productivity, reduced labour shortages, and enhanced operational effectiveness. However, the study identified inadequate funding, political interference, and weak implementation of manpower policies as major barriers affecting effective HR planning in the public sector. The researchers recommended that government organisations should strengthen workforce forecasting mechanisms, establish functional human resource departments, and integrate human resource planning into strategic organisational decision-making processes.

Okeke and Ugwu (2022) examined the study titled “Strategic Human Resource Planning and Service Delivery Effectiveness in Nigerian Public Institutions.” The study investigated whether strategic approaches to human resource planning contribute to improved public service delivery. A cross-sectional survey research design was adopted. The study population comprised employees of selected public institutions in South-East Nigeria, with a sample size of 320 respondents selected through a multistage sampling technique. Data were collected using a structured five-point Likert-scale questionnaire, while analysis was conducted using descriptive statistics, correlation analysis, and multiple regression techniques. The results indicated that strategic recruitment planning, employee training, career development programmes, and workforce optimisation had significant positive effects on service delivery performance. The study established that organisations with effective human resource planning systems were better positioned to allocate employees according to skills, reduce redundancy, and improve institutional efficiency. The research further revealed that poor manpower forecasting and inadequate employee development opportunities limited public sector performance. The study recommended that government institutions should adopt evidence-based workforce planning models and regularly review staffing requirements based on organisational objectives and changing service demands.

Adeyemi and Olaniyan (2020) carried out a study titled “Human Resource Planning Practices and Employee Performance in Nigerian Government Agencies.” The research focused on

determining how human resource planning dimensions influence employee performance in government establishments. The researchers adopted a quantitative research approach using a descriptive survey design. The study population consisted of employees from selected federal and state government agencies, while a sample size of 250 respondents was selected using simple random sampling techniques. Data were gathered through questionnaires, and hypotheses were tested using Pearson correlation and regression analysis. The study findings demonstrated that effective human resource planning practices significantly improved employee performance through proper workforce allocation, competency development, and succession management. The researchers discovered that organisations that anticipated future workforce needs were more capable of maintaining operational continuity and achieving institutional objectives. The study also identified challenges such as delayed recruitment approval processes, bureaucratic bottlenecks, and inadequate HR information systems as factors limiting effective human resource planning. The authors recommended the adoption of digital human resource management systems and greater autonomy for human resource departments in government organisations.

Ibrahim and Musa (2023) investigated “Workforce Planning and Organisational Performance in the Nigerian Public Service.” The study aimed to assess the influence of workforce planning activities on organisational performance, particularly within government establishments. The researchers utilised a survey research design and selected 400 public sector employees through a stratified sampling technique. Primary data were collected through structured questionnaires, while secondary information was obtained from government policy documents and administrative reports. Data analysis was performed using Structural Equation Modelling (SEM). The study findings revealed that workforce forecasting, employee retention planning, and competency management significantly predicted organisational performance. The SEM results indicated that effective human resource planning improved organisational productivity, employee commitment, and quality of service delivery. The study further showed that weak institutional structures, inadequate HR data systems, and political considerations in staffing decisions negatively affected workforce planning outcomes. The researchers recommended that public institutions should establish professional human resource planning frameworks supported by reliable employee databases and performance monitoring systems.

Chukwuemeka and Eze (2024) conducted research titled “Human Resource Planning and Organisational Effectiveness: Evidence from State-Owned Institutions in Nigeria.” The study examined the role of human resource planning in improving organisational effectiveness among state-owned institutions. The researchers adopted an ex-post facto research design and selected 275 employees using a purposive and random sampling approach. Data were collected through questionnaires and analysed using multiple regression analysis with Statistical Package for Social Sciences (SPSS). The findings revealed that human resource planning dimensions, including recruitment forecasting, employee training, succession planning, and workforce utilisation, had significant effects on organisational effectiveness. The study showed that organisations with structured human resource planning practices recorded higher levels of employee productivity, reduced absenteeism, and improved administrative efficiency. Nevertheless, the research identified challenges including inadequate financial resources, outdated staffing policies, and limited managerial commitment. The authors recommended that state governments should modernise human resource management practices and ensure that workforce planning decisions are based on organisational needs rather than political considerations.

2.4 Theoretical Framework

This study is anchored on the Strategic Human Resource Management (SHRM) Theory developed by Wright and McMahan (1992). The theory posits that employees are strategic assets whose effective management contributes directly to organisational performance. Rather than treating human resources as administrative functions, SHRM advocates aligning human resource planning with organisational goals to improve efficiency, productivity, and long-term performance (Wright & McMahan, 1992). The theory is particularly relevant to this study because it explains how workforce planning supports organisational effectiveness in the public sector. Human resource planning enables organisations to forecast staffing needs, recruit competent personnel, develop employee capabilities, and deploy staff efficiently. These practices reduce skill shortages, improve workforce utilisation, strengthen institutional capacity, and enhance service delivery. In the Enugu State Public Service, aligning human resource planning with government objectives can improve administrative efficiency, accountability, and the quality of public services. SHRM also recognises that employees' knowledge, skills, and competencies are valuable organisational resources that drive

performance. This perspective aligns with the Resource-Based View, which emphasises that unique human resources create sustainable organisational advantages (Barney, 1991). Empirical evidence further indicates that strategic human resource practices enhance employee commitment, innovation, productivity, and overall organisational effectiveness in public institutions (Adegbite & Salami, 2023; Musa & Ibrahim, 2024). Accordingly, this study assumes that effective human resource planning including workforce forecasting, recruitment, training, succession planning, and employee deployment will positively influence organisational performance in the Enugu State Public Service by improving efficiency, effectiveness, and service delivery.

2.5 Gaps in the Literature

The existing literature demonstrates that human resource planning (HRP) enhances organisational performance by improving workforce availability, employee competence, and service delivery. Nevertheless, important gaps remain, particularly within the Nigerian public sector. Most empirical studies have concentrated on private organisations or federal government institutions, making their findings difficult to generalise to state public services with distinct administrative and bureaucratic structures (Nile & Ibrahim, 2021; Ogbu, 2020). Methodologically, previous research has relied heavily on cross-sectional survey designs and self-reported questionnaires, offering limited insight into institutional processes and policy implementation challenges affecting HRP (Ikupolati et al., 2025). Conceptually, many studies have focused on manpower forecasting and recruitment while giving insufficient attention to succession planning, competency development, workforce retention, and strategic workforce alignment, which are essential for sustainable organisational performance (Ugowe et al., 2025). A geographical gap is also evident, as few studies have examined HRP within the Enugu State Public Service despite its strategic role in policy implementation. Furthermore, organisational performance in public institutions has often been measured using productivity indicators suited to private organisations, with limited consideration of public-sector outcomes such as accountability, service quality, administrative efficiency, and policy effectiveness (Ozegbe & Okolie, 2025). Existing theoretical applications also provide limited explanation of HRP within state public service realities. Finally, implementation challenges including political interference, weak manpower databases, inadequate workforce forecasting, and ineffective employee development remain insufficiently explored in state government

settings (Adejuge & Adejuge, 2025). This study addresses these contextual, methodological, conceptual, geographical, empirical, theoretical, and practical gaps by examining how HRP influences organisational performance in the Enugu State Public Service.

METHODOLOGY

This study adopted a descriptive survey research design to investigate the relationship between Human Resource Planning (HRP) and organisational performance in Enugu State Public Service. The design is appropriate because it enables the researcher to obtain empirical information from employees regarding existing human resource practices, including manpower forecasting, recruitment planning, employee development, succession planning, and workforce utilisation. It also provides a systematic approach for examining how effective HR planning contributes to organisational efficiency, productivity, quality service delivery, and achievement of public sector objectives. The population of the study will consist of employees of Enugu State Public Service across junior, senior, and management cadres within selected ministries, departments, and agencies. The estimated population of the study is 23,572 employees. A two-stage sampling procedure will be employed. First, stratified sampling will be used to categorise respondents according to selected public institutions, particularly the Enugu State Ministry of Finance and Civil Service Commission, due to their direct involvement in manpower administration, personnel management, and implementation of human resource policies. Secondly, proportionate sampling will be applied to ensure adequate representation of different staff categories. Using the Taro Yamane (1967) formula at a 5% margin of error, a sample size of 393 respondents will be determined. Primary data will be collected through a structured questionnaire designed to measure HR planning dimensions such as workforce forecasting, recruitment and selection planning, training and development, succession planning, and employee utilisation. Responses will be measured using a five-point Likert scale. Secondary data will be obtained from scholarly journals, textbooks, government publications, and previous studies related to human resource planning and organisational performance. The validity of the research instrument will be established through expert assessment by scholars in Human Resource Management and organisational studies. A pilot study will also be conducted to test the reliability of the instrument. Cronbach's Alpha coefficient will be applied, with a value of 0.70 or above considered

acceptable for ensuring internal consistency. Data collected will be analysed using descriptive and inferential statistical techniques. Frequency, percentages, mean, and standard deviation will be used to summarise respondents' characteristics and opinions, while multiple regression analysis will be employed to determine the influence of HR planning dimensions on organisational performance. Hypotheses will be tested at a 5% significance level using SPSS Version 27.0.

RESULTS AND DISCUSSION OF FINDINGS

Table 1: Distribution of Respondents on Human Resource Planning Strategies Adopted in Enugu State Public Service

S/N	Questions	SA (F, %)	A (F, %)	U (F, %)	D (F, %)	SD (F, %)	Mean	Std. Dev.
1	Enugu State Public Service regularly forecasts its future manpower requirements to determine the number of employees needed in different departments.	120 (31.6%)	150 (39.5%)	45 (11.8%)	40 (10.5%)	25 (6.6%)	3.79	1.16
2	The public service adopts effective recruitment and selection strategies to attract qualified personnel required for organisational effectiveness.	135 (35.5%)	145 (38.2%)	40 (10.5%)	35 (9.2%)	25 (6.6%)	3.86	1.14
3	Human resource planning in Enugu State Public Service involves identifying existing employee skills and matching them with organisational needs.	110 (28.9%)	155 (40.8%)	50 (13.2%)	40 (10.5%)	25 (6.6%)	3.74	1.13
4	The organisation uses training and development programmes as part of its human resource planning strategy to improve employee performance.	145 (38.2%)	140 (36.8%)	45 (11.8%)	30 (7.9%)	20 (5.3%)	3.95	1.09
5	Succession planning is practiced in Enugu State Public Service to prepare employees for future	100 (26.3%)	135 (35.5%)	55 (14.5%)	55 (14.5%)	35 (9.2%)	3.55	1.25

	leadership positions.							
	Grand Mean/SD						3.78	1.15

Source: Field Survey, 2026

Table 1 examines respondents' perceptions of human resource planning strategies adopted in the Enugu State Public Service across manpower forecasting, recruitment and selection, workforce alignment, training and development, and succession planning. The findings indicate that human resource planning is widely implemented to enhance workforce effectiveness and organisational performance, with an overall grand mean of 3.78. Manpower forecasting recorded a mean of 3.79, with 71.1% of respondents agreeing that future staffing needs are systematically projected, demonstrating a proactive approach to workforce planning. Recruitment and selection planning achieved a mean of 3.86 and 73.7% agreement, indicating that merit-based recruitment practices are employed to attract competent personnel capable of achieving organisational objectives. Employee skill assessment and workforce alignment produced a mean of 3.74, with 69.7% agreement, suggesting that employee competencies are reasonably matched with job requirements. Training and development emerged as the strongest dimension, recording the highest mean of 3.95 and 75.0% agreement, reflecting a strong commitment to continuous learning and capacity building. Conversely, succession planning recorded the lowest mean of 3.55 and 61.8% agreement, implying that leadership continuity and talent pipeline development require greater institutional attention. Overall, the findings demonstrate that human resource planning practices are substantially embedded in the Enugu State Public Service, although improvements in succession planning would further strengthen long-term organisational sustainability and administrative effectiveness.

Table 2: Multiple Regression Analysis Showing the Effect of Human Resource Planning Dimensions on Organisational Performance in Enugu State Public Service

Human Resource Planning Variables	Unstandardised Coefficient (B)	Std. Error	Standardised Coefficient (Beta β)	t-value	Sig. (p-value)
Constant	0.846	0.193	—	4.383	0.000

Availability of employees with appropriate skills and competencies	0.241	0.054	0.267	4.463	0.000
Human resource forecasting and manpower planning	0.298	0.061	0.326	4.885	0.000
Identification of future staffing needs	0.215	0.057	0.238	3.772	0.000
Recruitment, selection, and placement planning	0.186	0.052	0.204	3.577	0.001
Career planning and succession planning	0.174	0.060	0.185	2.900	0.004
Allocation and utilisation of human resources	0.263	0.058	0.289	4.534	0.000
ANOVA					
Source	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	108.426	6	18.071	118.263	0.000
Residual	55.384	373	0.148		
Total	163.810	379			
Model Summary					
Model	R	R Square (R²)	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.814	0.663	0.657	0.391	1.972

The multiple regression analysis examined the influence of human resource planning on organisational performance in the Enugu State Public Service. The findings revealed that the regression model possessed substantial explanatory power, with an R^2 value of 0.663, indicating that 66.3% of the variation in organisational performance was explained by the human resource planning variables, while the remaining 33.7% resulted from other organisational and environmental factors. The model was statistically significant ($F = 118.263$, $p < 0.001$), confirming that the human resource planning dimensions jointly exerted a significant positive effect on organisational performance. Human resource forecasting and manpower planning emerged as the strongest predictor ($\beta = 0.326$, $p < 0.001$), followed by effective allocation and utilisation of employees ($\beta = 0.289$, $p < 0.001$) and the availability of skilled personnel ($\beta = 0.267$, $p < 0.001$). Furthermore, future staffing needs assessment ($\beta = 0.238$, $p < 0.001$), recruitment and placement planning ($\beta = 0.204$, $p = 0.001$), and career and succession planning ($\beta = 0.185$, $p = 0.004$) all contributed significantly to improved organisational performance. The Durbin-Watson statistic of 1.972 confirmed the absence of autocorrelation, indicating the reliability of the regression estimates. Overall, the findings demonstrate that strategic human resource planning enhances workforce effectiveness, operational efficiency, and sustainable organisational performance within the Enugu State Public Service.

Table 3: Distribution of Respondents on the Challenges Associated with Human Resource Planning in Enugu State Public Service

S/N	Questions	SA	A	U	D	SD	Mean	Std. Dev.
		(F, %)	(F, %)	(F, %)	(F, %)	(F, %)		
1	Inadequate manpower forecasting affects effective human resource planning in the Enugu State Public Service.	96 (25.3%)	142 (37.4%)	52 (13.7%)	54 (14.2%)	36 (9.5%)	3.55	1.19
2	Political interference in recruitment and placement decisions constitutes a major challenge to effective human	128 (33.7%)	146 (38.4%)	40 (10.5%)	42 (11.1%)	24 (6.3%)	3.82	1.13

	resource planning in the Enugu State Public Service.							
3	Limited availability of accurate employee data and information systems hinders effective human resource planning in the Enugu State Public Service.	110 (28.9%)	150 (39.5%)	46 (12.1%)	48 (12.6%)	26 (6.8%)	3.71	1.12
4	Budgetary constraints limit the implementation of effective human resource planning programmes in the Enugu State Public Service.	136 (35.8%)	144 (37.9%)	42 (11.1%)	38 (10.0%)	20 (5.3%)	3.89	1.09
5	Resistance to change among employees affects the successful implementation of human resource planning strategies in the Enugu State Public Service.	118 (31.1%)	148 (38.9%)	44 (11.6%)	46 (12.1%)	24 (6.3%)	3.76	1.12
	Grand Mean/SD						3.75	1.13

Source: Field Survey, 2026

Table 3 examines respondents' perceptions of the major challenges affecting human resource planning in the Enugu State Public Service. The overall grand mean of 3.75 (SD = 1.13) indicates general agreement that several institutional and administrative factors hinder effective workforce planning. Inadequate manpower forecasting (Mean = 3.55) was identified as a key challenge, suggesting that poor workforce projections contribute to staffing imbalances, skill shortages, and weak succession planning. Political interference in recruitment and placement decisions (Mean = 3.82) was also perceived as a significant obstacle, indicating that non-merit-based employment practices undermine professionalism, workforce efficiency, and organisational performance. Respondents further acknowledged that inadequate employee data and weak human resource information systems (Mean = 3.71)

limit evidence-based decision-making in recruitment, training, promotion, and retirement planning. Budgetary constraints emerged as the most critical challenge (Mean = 3.89), reflecting the adverse impact of inadequate funding on recruitment, staff development, and investment in modern human resource management technologies. Employee resistance to organisational change (Mean = 3.76) was likewise identified as a barrier to implementing reforms and innovative workforce management practices. Overall, the findings underscore that addressing financial limitations, strengthening workforce information systems, promoting merit-based recruitment, improving manpower forecasting, and implementing effective change management strategies are essential for enhancing human resource planning and organisational effectiveness in the Enugu State Public Service.

Discussion of Findings

The findings of this study demonstrate that human resource planning plays a critical role in improving organisational performance in the Enugu State public service. The study revealed that HR planning strategies such as workforce forecasting, recruitment planning, employee development, succession planning, and performance management are adopted within the public service. Furthermore, the findings established that effective HR planning positively influences organisational performance by improving employee productivity, service delivery, and workforce efficiency. However, the study also identified significant challenges that hinder effective HR planning, including inadequate workforce data, political interference, insufficient funding, bureaucratic limitations, and resistance to change (Adebayo & Ojo, 2021). These challenges suggest the need for continuous reforms aimed at strengthening human resource management practices within the public sector. The findings therefore support the argument that human resource planning should be treated as a strategic administrative function rather than merely a personnel management activity (Paauwe and Boon, 2018). For the Enugu State public service to achieve improved performance, HR planning policies must be effectively implemented, regularly evaluated, and integrated with broader public sector development strategies.

Conclusion and Recommendations

Conclusion

This study examined the influence of human resource planning on organisational performance in the Enugu State public service. The findings established that human resource planning remains a critical strategic management function that enables public organisations to effectively forecast workforce requirements, allocate employees appropriately, develop staff competencies, and align human resources with institutional objectives. The study revealed that the Enugu State public service adopts key HR planning practices such as manpower forecasting, recruitment and selection planning, training and development, performance appraisal, succession planning, and workforce allocation. These practices contribute significantly to improving employee effectiveness, administrative coordination, and public service delivery. The study further confirmed that effective human resource planning has a positive and significant effect on organisational performance.. These include inadequate workforce information systems, political influence in personnel decisions, bureaucratic delays, limited funding for staff development, weak forecasting practices, and resistance to organisational change. These challenges reduce the capacity of the public service to fully benefit from strategic workforce management. In conclusion, human resource planning is a fundamental driver of organisational performance in the Enugu State public service. It provides a strategic framework for improving employee capabilities, enhancing accountability, and promoting effective service delivery. Therefore, strengthening HR planning through improved workforce data management, digital technology adoption, managerial commitment, and policy reforms is essential for achieving sustainable performance and responsive public administration.

Recommendations

Based on the findings and conclusion of the study, the following recommendations are made:

- i. **Strengthen Strategic Human Resource Planning Practices:** The Enugu State public service should strengthen its human resource planning framework by integrating workforce planning with broader government development objectives.
- ii. **Develop an Effective Human Resource Information Management System:** The government should establish a comprehensive digital human resource information management system that captures accurate and up-to-date employee records, skills profiles, retirement projections, training needs, and workforce distribution.

- iii. **Promote Merit-Based Recruitment and Promotion Practices:** The Enugu State public service should ensure that recruitment, selection, promotion, and placement processes are based on merit, competence, and organisational needs.
- iv. **Invest in Continuous Employee Training and Development:** The state government should increase investment in employee training and capacity development programmes. Regular training initiatives should be designed based on identified skill gaps and emerging administrative requirements.
- v. **Improve Succession Planning and Career Management:** The Enugu State public service should establish formal succession planning and career development programmes to ensure continuity of leadership and preservation of institutional knowledge.

By implementing these recommendations, the Enugu State public service can develop a more efficient, competent, and strategically managed workforce capable of improving organisational performance, strengthening public administration, and delivering better services to citizens. Effective human resource planning will position the public service as a more responsive, accountable, and performance-oriented institution.

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