# Human Resource Panning and its Impact on Organizational Performance in Ministry of Health, Abuja

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## ABSTRACT

*This study examines how Human Resources Planning (HRP) impacts Organisational Performance. It specifically determined how the impact of job analysis on Ministry of Health performance, the impact of staff demand and supply forecasting and employee retention planning on the Ministry's performance. The respondents' data was collected using descriptivemethodology research. The study's target population was 100 workers from the Ministry of Healthin Abuja, Nigeria. The sample size of thirty workers, or thirty percent of the target population, was chosen using stratified random selection methods. Questionnaires were utilized to gather information. The information gathered was evaluated using average weighted and percentages, which were then displayed in frequency charts and tables.According to the findings, the business uses job analysis questionnaires regularly. Job analysis at the workplace improves the company's competitive edge. Internal promotion is the most important element examined by the organisation in employee supply forecasting, whereas demand for products and services is the most important factor considered by the Ministry of Health in employee demand forecasting. Employee demand forecasting assists an organisation in addressing current and future people requirements. The main factor of a successful staff retention strategy in an organisation is an attractive pay package. The organisations's retention strategy is heavily influenced by support for personal and professional growth. It'ss competitive edge is boosted through retention strategy. The researcher concluded that staff retention planning, demand-supply forecasting, and job analysis all have an impact on the success of an organisation.*

***KEYWORDS*:** Human, resources, planning, performance and Employee



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## 1.0 INTRODUCTION

In light of the present scenario, businesses are looking for solutions that will get them out of difficult situations, especially when it comes to human resources, and provide them a modest edge over other competitive businesses. According to Guest (2011), human resource planning is an extremely crucial aspect and it is fundamental to analyze an organization in diverse situations to validate its contributions towards its performance. In the recent past, human resource planning trajectory has changed significantly due to the global environment, privatization, competitions and technological advancements, not forgetting the wavering social, political, and economic factors that ensured that organizations operationalize innovative practices that will guarantee their performances. Paul (2013) asserts that human resource planning remains fundamental for any organization to expand and identify an array of human resource practices that are not limited to reward management, training, procurement, evaluations, and security in employment. According to Hundley (2008), human resource planning is a crucial facet for attaining and maintaining competitive advantage; thus, human resource managers have been tasked with coaching employees with precise expertise and the capabilities that will enhance the competitive gains of the organization.

Human resource planning (HRP) plays a role here, and the end effect is improved organizational performance. While defining human resource planning and its implications, several renowned academics and researchers came up with their unique views (Speamerfam, G., 2011). Similarly, according to Walker (2000), Human resource planning seems to be used by companies and organizations who regard their workers to be the most important element of their business. The reason for this is obvious to everyone: the workers of that company lack the degree of potential or desire that is required to operate at that level in the sector. On the other hand, those companies excel in the market when it comes to increasing employee happiness at work in a variety of ways, encouraging people to take risks, and requiring them to put out their best effort to achieve goals (Noe, 2003).

Many variables may influence how human resource planning is carried out at times. These may be internal or external and internal factors that impact the whole planning process of human resources, such as the externaland internal environment, how the organization aligns workforce planning with different departmental planning, and open market competition. Human resource planning's strategic function benefits the organisation in the near term and in the long run. As a result, it can be observed that organizations who regard human resource planning to be a major and important component of their human resource management may benefit greatly in terms of dealing with their human capital, potentially allowing them to stand out from the market competitors (Biles, 2000).

"Human resource planning is especially essential for developing, rapid-growth, and high-tech businesses," according to Edwards and Pearce (1998). Mature companies that need new products, acquisitions, or divestitures must also prepare to findnew services, markets recruit, and ongoing competition or reallocate the personnel required for revival." Succession planning and organization development play a significant role in meeting employee training and career development requirements as well as meeting organizational objectives. If the in-house labour supply is more than what is required, the issue of resource reallocation must be addressed. According to Craft (1990), human resource planning plays a main role in selecting and defining the qualities of candidates to choose the greatest match for the company.

## 2.0 LITERATURE REVIEW

### 2.1 Human Resource Planning Concept

Human resource planning (HRP) is defined as assessing existing and future human resource requirements for an organization to meet its objectives (Reilly, 2003). Every organization's human resource planning procedure is critical. Human resource planning is critical since employing the incorrect people or failing to foresee changes in recruiting requirements may be expensive in the long term. HRP guarantees that an





organization's workers have the necessary skills and competencies to help it prosper (Ghazala & Habib, 2012). HRP, according to Gupta (2008), prepares workers properly for possible rationalization. It also allows a company to undertake appropriate recruiting and strategic hiring plans.

HRP is described as "the strategically oriented human resource function will be dedicated to identifying methods to assist the company achieve significant advantages over its rivals," according to Gould (2004). Those benefits are often stated in terms of a company's ability to achieve its goals. "Human resources affect an organization's ability to accomplish its strategic goals in three basic ways: cost economics, operational effectiveness, and the ability to start new businesses and alter operations" (Biles and Holmberg, 2000).

Human resource planning is the process of planning all of the different activities carried out by the human resource department and planning how those tasks may be carried out. Recruitment, selection, motivation, coaching, career development, empowerment, and assessments are just a few of the human resource tasks. HRP is described by Mondy et al (1996) as a systematic examination of HR requirements to guarantee that the appropriate number of workers with the requisite skills are available when needed. While preparing their planning program, practitioners should keep in mind that their staff members have their own goals to meet. This is the reason why people look for work. Neglecting these requirements would result in low motivation, leading to subpar performance and possible strike action. Theoretical Review (section 2.2)

### 2.2 Theory of Human Capital

Human capital may be generated in two ways, according to the idea. The first is to utilize people as a conventional workforce. The other is based on the idea that physical capital investment may be as effective as a human capital investment (Little, 2003). Person capital includes the idea of the "human as creator," who defines knowledge, skills, competence, and experience by connecting "self" and "environment." Among the various definitions of human capital, the latter is widely considered more important (Beach, 2009). Numerous empirical research show that human capital influences many social variables.

Woodhall (2001) claims that investing in human capital outperforms physical capital and human capital can easily translate acquired knowledge and skills to particular goods and services. Given the importance of acquiring knowledge and skills, many people feel that learning is the most important factor in developing human capital. In other words, learning is an important component of gaining knowledge and skills via any means, including interpersonal interactions. Human capital may now be defined as "something like knowledge and skills" acquired via learning activities. Skills, experience, and competence are considered equal representations of human capital (Sleezer et al., 2003). To attract and retain employees with the required knowledge, skills, and competencies, the concept of human capital may be utilized in human resource planning.

## 2.3 Theory based on Resources

It is possible to create value via technology, natural resources, finance, and economies-of-scale; nevertheless, the resource-based approach asserts that these sources of value are more accessible and simpler to replicate than complex social systems such as human resources. Companies' resource-based perspectives are business performance models that place emphasis on a corporation's control over its resources and capabilities as sources of competitive advantage. According to Penrose (1999), a business is defined as a "collection of productive resources," the resource-based approach can be traced back to those who claimed that work organizations each have their own "distinguishablecapability" that allows them to outdo their competitors. It is important to note that this perspective emphasizes the organization's human resource quality and its ability to learn and adapt at a quicker rate than its competitors. Examples of these resources include individual managers' and workers' training, experience, judgments, intelligence, connections, and insights, as well as their own judgments and insights. People's knowledge and experience and their social connections can provide non-replaceable characteristics that may be used to achieve a competitive edge (Cappelli& Singh, 1992).



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## 2.4 Empirical Analysis

### 2.4.1 The impacts of Job analysis on Performance of Organizational

To commendably recruit and select the best candidates for certain jobs, one must first understand the tasks involved. Job analysis is a systematic method of gaining information about professions. To successfully recruit and choose the best people for particular positions, one must first understand the duties involved. Job analysis is a systematic examination of the work performed to gather information about professions (UK Department of Labour, 2015). Job descriptions and job specifications are common parts of job analyses, and a job description explains the position in detail.

There are several techniques for job analysis, according to Byars (2004). The type of work being evaluated, the resources available for job analysis, the scope of the assignment, and the company's overall size all influence the most appropriate technique. Job analysis techniques include observations, work sampling, important events, interviews, and questionnaires. Observation is the most basic method of job analysis. Many jobs require a lot of abstract thinking, planning, and decision-making. Nowhere is observational Analysis appropriate (Mack, 2007).Unlike observation, work sampling is more flexible. Regularly, the job analyser collects data from employees on jobs with long cycle times, irregular work patterns, or a variety of activities.

Critical events observation is a variation of the observation method that focuses on only those work activities that determine success or failure. This method is comparable to the characteristic approach, which is used to assess which leaders are successful and ineffective. This approach may be implemented by an outside consultant, direct supervisor, or current employee. Interviews are probably the most widely used method of determining what a job entails. Unemployment insurance (UI) is a kind of insurance that covers workers' compensation and unemployment insurance. This style of working excludes essential elements of the job like analytical thinking and problem-solving. An interview with a labour relations expert may reveal crucial aspects of

your work that you were previously unaware of (Michael, A, 2006).

Many companies use job analysis questionnaires to collect information about a position's duties. These types of surveys have at least two benefits. They may use a collection of similar characteristics to compare the work activities of various professions. Second, a questionnaire can quickly and cheaply generate large amounts of data. Employment analysts survey job applicants in less time than one job applicant is filmed or interviewed (Baired et al., 2003), the substance of the job done (UK Department of Labour, 2015). Work descriptions and job specifications are common parts of job analyses. A job description explains the role in depth. A job specification is a written document that specifies the qualifications required to perform the tasks and responsibilities described in the job description.

### 2.4.2 The Impact of Demand Supply Forecasting by Employees on Organizational Performance

Forecasting demand consists of determining how many employees a business will need in the future. When forecasting future human resource needs for their organizations, managers consider many dimensions. The merchandise or deal provided by the business must be in great demand. As a result, markets and sales figures are expected first in a company's planning. After that, the amount of personnel needed to fulfil the projected capacity is determined. To replace expected vacancies, it is necessary to hunt down employees from inside the organization. This is made possible by implementing a human resource audit, which is a systematic evaluation of existing personnel's qualifications. When it comes to human resource auditing, it is the creation of an organizational chart for a unit or an entire company in which all positions (usually administrative) are defined and keyed as to the "promotability" of each job holder (Frazeh, 2003).

### 2.4.3 Employee Retention Planning's Impact on Organizational Performance

According to the government, employee retention in today's changing labour market requires an assessment of important variables





that are essential to both companies and potential employees. As stated by the Government of Newfoundland and Labrador, the following statements are correct: (GNL, 2008).

Being a desired employer is said to be crucial when it comes to attracting top personnel. It is stressed that to be a desired employer, it is essential to recruit new workers and retain the talent that the company already employs. In addition to pay, several variables affect worker attractiveness and retention (GNL, 2008). However, it should be emphasized that although the pay is essential for competitiveness, it is seldom the most significant consideration for workers or prospective employees.

The importance of attraction and retention in organizations has been highlighted in the examined global, regional, and local research. Organizations are said to compete in the labour market to recruit the finest people while keeping the most qualified staff (GNL, 2008). However, in the public sector, the preceding has posed a significant problem. The effect of staff recruitment and retention tactics on employee performance is unquestionably understudied, particularly in the public sector.

## 2.5 Concept of Efficiency in Human Resource Planning

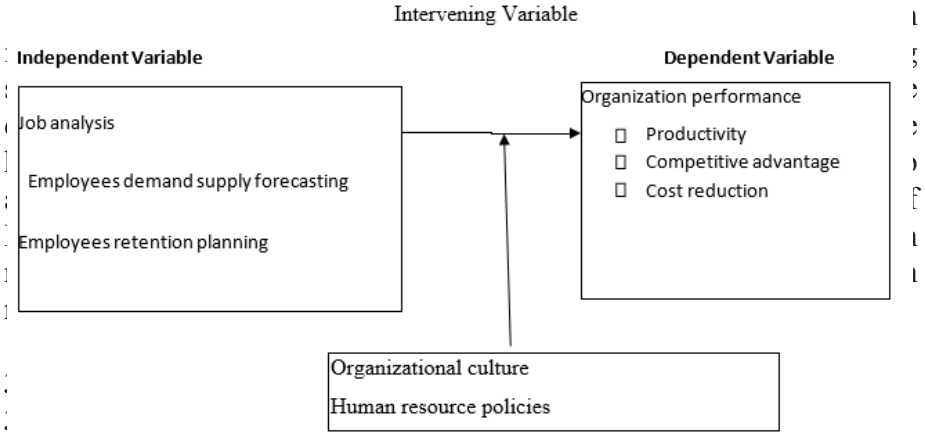
Efficiency refers to the ability to do something well, successfully and without wastes. The main purpose of HRP is to ensure that employees interact with their jobs in the best way. HRP process ensures that employees in an organization are not excess or less but are in their right number as required (Aslam, Aslam, Habib &Jabeen, 2013). Therefore, for human resource planning to be efficient, it requires a conducive environment that establishes the strategies for acquiring, utilizing, improving, and retaining adequate and relevant human resources. The most prominent problems limiting progress and overall development of organizations in most third world countries are majorly associated with incapability to fit the human element and appropriately manage them (Subaie, 2016). Therefore, this affects most of the organizational operations as it directly impacts efficiency in human resource planning

activities.

Human resource planning strategies like recruitment, selection, learning, development, career advancement can enhance the performance of a firm by enhancing employee and organizational performance (Katua, Mukulu&Gachunga, 2014). This could be achieved by compliance with the organization's service delivery charter that specifies how the services should be offered considering timelines and costs. This will enable the human resource department to conduct its activities efficiently. Availability of adequate funds will also enhance human resource matters to be undertaken appropriately as there will be enough finances to support its operations.

In a study conducted by Singh and Kassa (2016) on the Factors that Influence the Human Resource Planning, important aspect like organizational policies and their influence on efficiency in human resource planning were left untouched (Singh &Kassa, 2016). It is from these policies that organizational practices emanate and should also be anchored on human resource recruitment and selection policies to enhance efficiency.

**2.6 Conceptual Framewor**Figure 2.1: Conceptual Framework
Source: Researcher (2022)








The researcher utilized a descriptive study approach to collect data on the impact of human resource planning on an organization's performance. This design was suitable for collecting information, summarizing, presenting, and analyzing it in order to explain how human resource planning affects an organization's performance. This was suggested by Orodho (2004) as one of the finest study designs. The design also provided quick findings, which was helpful in correcting flaws discovered throughout the research process.

### 3.2 The Target population

A population is a collection of individuals, events, or things that share observable characteristics (Kothari, 2004). A total of 100 workers from the Ministry of Health Abuja were studied. Employees from the human resources and finance departments were involved.

### 3.3 Sampling Procedures and Sample Size

The sample method for this study was chosen using a stratified random sampling method to reflect the whole population. Agreeing to Magenta&Mugenda (2002), a sample size of at least 10% was calculated using 30% of the target population, which meant that 30 percent of the targeted workers were chosen, resulting in 30 people working at the Ministry of Health. For each responder group, the table below provides the target population and sample size.

Table 3.1population target and Model Populace**k**

| Respondents category | Target Population | Sample Size |
|---|---|---|
| Human resource | 75 | 22 |
| Finance and accounting | 25 | 8 |
| Total | 100 | 30 |

### 3.4 Procedure and Data Collection

To gather data from the selected group of respondents, the researcher used questionnaires. A questionnaire is a data collection instrument that enables for evaluation of a specific point of view. Questionnaires are beneficial in that they allow for effective use of time by allowing information to be gathered from a large number of

individuals and the questions to be readily evaluated, anonymity is feasible, and everyone receives the same questions, i.e., they are standardized (Orodho, 2009). The sample group is literate and can read, understand, and write, therefore the questionnaire was selected. Closed-ended questionnaires were chosen because they allowed the researcher to get input that was tailored to the study's goals. After two weeks, the questionnaire was physically delivered to the chosen responders.

### 3.5 Instrumentation

#### 3.5.1 The Instrument's Reliability

The degree to which a certain measurement method produces consistent findings across a series of trials is known as reliability (Orodho, 2009). The researcher utilized the test-retest technique in the study region, employing respondents from the targeted demographic who were not part of the study sample, to verify the instruments' reliability.

#### 3.5.2. The Instrument's Validity

Validity denotes to the degree to which the data gathered in the research properly reflects the study's variables. If the data accurately reflects the variable, conclusions drawn from it will be correct and relevant (Mugenda and Mugenda, 2003). Validity refers to the degree to which a test measures what it claims to measure, thus it assesses the correctness and usefulness of the findings acquired via the researcher's examination of data (Orodho, 2009). Before traveling to the field to gather data, the researcher sought the professional opinion of a University supervisor to verify that the questionnaire was legitimate.

### 3.6 Presenting and Analyzing Data

According to Mugenda&Mugenda (2003), data analysis is the act of putting order, structure, and meaning to the information gathered. The gathered data were examined using descriptive statistics like weighted average and percentages based on (Mugenda&Mugenda 2003) guidelines for using descriptive statistics as a technique of data analysis. The information was then displayed in the form of tables and graphs. These techniques were chosen because they make it simpler to evaluate, present, and understand the data obtained from the questionnaire.



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## 4.0 RESULTS/FINDINGS

### 4.1 Response Rate

To have a high response rate, the questionnaires were given to at least 30 people employed at the organization through a drop and a picking method. These questionnaires were administered for two weeks. The researcher giving out these questionnaires managed to get 97% rate of response from the questionnaires.

This indicates that the yielded response is over 90 percent response rate.

Table 4.1: Response Rate.

| Category of Response | Frequency | Percentages Response | Non response rate |
|---|---|---|---|
| Human resource | 20 | 66.7 | 6.7 |
| Finance and accounting | 7 | 23.3 | 3.3 |
| Total | 27 | 90% | 10% |

According to Dixon (2012), any response rate above 50% is considered a success, and if it is more than 70 percent, we consider it great excellence. As stated above, our response rate was a great success because it was above 70%. Similarly, Mugenda and Mugenda, in their statistical studies, affirm that a response rate between 60-70% should be treated as a good and positive reaction from the sample population. Consequently, this study could be of greater interest because it had a high response rate since the respondents were eager to give their opinions.

### 4.2 Respondent Demographic Characteristics

The research looked at age, educational level, and time spent working for the company and then reported the results in the tables below.

#### 4.2.1Age Analysis

**Table 4.2: Age Categorization of Respondents**

| Age | Frequency | Percentages |
|---|---|---|
| 18-27 | 4 | 14.8 |
| 28-37 | 7 | 25.9 |
| 38-47 | 10 | 37.1 |
| Above 48 | 6 | 22.2 |
| Total | 27 | 100 |

Source: Field Data, 2021

An average participant was 28 years old; 26% were between the ages of 28 and 37 years old. Of those who answered the survey, 21% were between the ages of 37 and 47, with the remaining 22% (or 48 years and above) being the oldest age group represented. Since most health ministry workers were under 37 years old, it's safe to assume they're still in their prime. Thus, we will be able to use the study's results to represent the views of people of different ages.

### 4.2.3 Educational Level

Table4.3: Level of Education level

| Educational Level | Frequency | Percentages |
|---|---|---|
| Masters | 8 | 29.6 |
| Degree | 10 | 37.1 |
| Diploma | 7 | 25.9 |
| Certificate | 2 | 7.4 |
| Total | 27 | 100 |

Source: Field Data, 2022

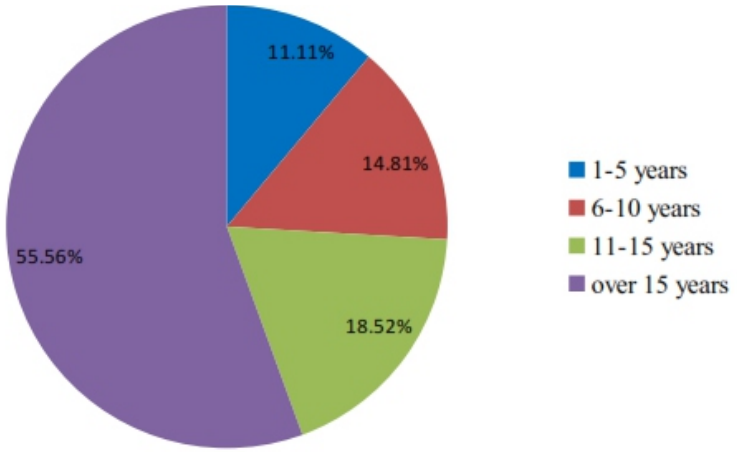
Further investigations were made in table 4.3 to evaluate the education levels of respondents, and findings revealed that 29.6% of the respondents had masters, 37.1% of the respondents are degree holders, 25.9% of the respondents had diplomas, and 7.4% of the respondents had a certificate. The data shows that most of the employees in the ministry are degree holders, putting them in a better position to contribute to the study effectively.

### 4.2.4 Duration of Service

**Figure 4.1: Duration of Service**








A population of 27 people are working for the organization, and according to the data, 56 percent of them have been with the company for more than 15 years. Another 18 percent have been with the company for 11-15 years, 15 percent have been with the company for six to 10 years, and 11 percent have only been with the company for one to five months. According to corporate data, most of the ministry's workers have been with the firm for over 15 years.

### 4.3 Job analysis

The first objective of the study sought to find out the effect of job analysis on the performance of

Ministry of Health. The findings were presented in the tables 4.4

Table4.4: Regular use of job analysis technique

| | More often | Very often | Often | Less all | Not | ∑fi | ∑fiwi | ∑fiwi at |
|---|---|---|---|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 | | | |
| Observation | 8 | 2 | 10 | 4 | 3 | 27 | 89 | 3.3 |
| Work sampling | 0 | 9 | 2 | 7 | 9 | 27 | 65 | 2.4 |
| Critical incidents | 1 | 3 | 6 | 5 | 12 | 27 | 57 | 2.1 |
| Interviews | 10 | 8 | 5 | 4 | 0 | 27 | 105 | 3.9 |
| Questionnaire | 14 | 5 | 3 | 5 | 0 | 27 | 109 | 4.0 |

Source: Field Data, 2022

By Table 4.4, questionnaires accounted for an average of 4.0 points, followed by interviews at 3.9 points, observations at 3.3 points, work sampling at 2.4 points, and significant events at 2.1 points. The questionnaire accounted for an average of 4.0 points. This sample demonstrates how often the Ministry of Health makes use of a job analysis questionnaire. Companies often use job analysis questionnaires to gather information on the duties and responsibilities of individual positions. Companies often use job analysis questionnaires to gather information on the duties and responsibilities of a position. Doing these kinds of surveys has at least two benefits. Employers may use standard features to collect answers from many different employees and compare how they operate across various professions. Another advantage of questionnaires is that they can produce a large amount of data quickly and cheaply.

### 4.4 Employees Demand Supply Forecasting

The second objective of the study sought to determine the effect of employee demand-supply forecasting on the performance of the Ministry of Health. The findings were presented below in table 4.6;

Table 4.6: Factor considered in employees' demand forecasting

| | More often | Very often | often | Less often | Not at all | ∑fi | ∑fiwi | ∑fiwi/∑fi |
|---|---|---|---|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 | | | |
| Demand for product and services | 13 | 9 | 2 | 2 | 1 | 27 | 112 | 4.1 |
| Budget constraints | 3 | 7 | 3 | 7 | 7 | 27 | 73 | 2.7 |
| Employees turnover | 8 | 6 | 0 | 5 | 8 | 27 | 82 | 3.0 |
| New technology in the field | 1 | 4 | 5 | 4 | 13 | 27 | 57 | 2.1 |
| Decisions to upgrade 9 | 11 | 3 | 4 | 0 | 27 | 106 | 3.9 quality of services | |

Table 4.6 shows that demand for products and services were high, with a quality rating of 4.0 available for increasing service quality. In the end,





the decision was made to award staff turnover an overall score of 3.0, budget limitations an overall score of 2.7 and new industrial technology an overall score of 2.1 This example demonstrates how the Ministry of Health sees demand for products and services as a key element in predicting staff demand. Noe (2012) argues that the company's product or service fills a substantial demand, in support of this conclusion. So in the development of a business, the markets and sales statistics are anticipated initially.

Table 4.7: Factor considered in employees supply forecasting

| | More often | Very often | often | Less often | Not at all | ∑fi | ∑fiwi | ∑fiwi/∑fi |
|---|---|---|---|---|---|---|---|---|
| Internal promotion | 12 | 12 | 3 | 0 | 0 | 27 | 117 | 4.3 |
| Employees available for training | 12 | 9 | 6 | 0 | 0 | 27 | 114 | 4.2 |
| Availability of required talents | 14 | 8 | 0 | 5 | 0 | 27 | 112 | 4.1 |
| Competition for talent within the field | 0 | 6 | 2 | 4 | 15 | 27 | 53 | 2.0 |
| College and university enrolment trends | 2 | 7 | 0 | 9 | 9 | 27 | 65 | 2.4 |

In the survey, employees who are interested in internal promotion received a score of 4.3, while those who are willing to train received a score of 4.2. Employees who are interested in college or university enrolment received a score of 4.1, while those who are looking for required skills received a score of 4.1. This indicates that the Ministry of Health considers internal promotion to be the most important element for predicting staff requirements.

Table 4.8:Effect of employee demand-supply forecasting on organizational performance

| | More often 5 | Very often 4 | often 3 | Less often 2 | Not at all 1 | ∑fi | ∑fiwi | ∑fiwi ∑fi |
|---|---|---|---|---|---|---|---|---|
| Cost reduction | 0 | 6 | 7 | 5 | 9 | 27 | 64 | 2.4 |
| Competitive advantage | 12 | 11 | 4 | 0 | 0 | 27 | 116 | 4.3 |
| Quality production | 8 | 8 | 7 | 4 | 0 | 27 | 101 | 3.7 |
| Employees turnover | 1 | 8 | 4 | 5 | 9 | 27 | 68 | 2.5 |
| Meeting current and future personnel needs | 13 | 11 | 3 | 0 | 0 | 27 | 118 | 4.4 |

Table 4.8 shows that meeting current and future personnel needs was rated 4.4 competitive advantages rated 4.3, employee's turnover rated 2.5, cost reduction rated 2.4 andquality production rated 3.7. This shows that, employee's demand-supply forecasting helps the Ministry of Health in meeting current and future personnel needs.

### 4.5 Employees Retention Planning

The third objective of the study sought to establish the effect of employee's retention planning on performance of Ministry of Health. The findings are presented below;

Table 4.9: Major determinants of effective employee's retention plan

| | Strongly agree 5 | Agree 4 | Undecided 3 | Disagree 2 | Strongly disagree 1 | ∑fi | ∑fiwi | ∑fiwi ∑fi |
|---|---|---|---|---|---|---|---|---|
| Diversified and challenging work | 7 | 6 | 0 | 3 | 11 | 27 | 76 | 2.8 |
| Attractive compensation package | 12 | 10 | 1 | 0 | 4 | 27 | 107 | 4.0 |
| Career development opportunities | 11 | 9 | 2 | 0 | 5 | 27 | 102 | 3.8 |
| Opportunities for personal and professional growth | 8 | 7 | 5 | 4 | 3 | 27 | 94 | 3.5 |
| Inclusive workplace | 3 | 4 | 6 | 6 | 8 | 27 | 69 | 2.6 |





Table 4.9 above demonstrates that, inclusive work place rated 2.6, career development opportunities rated 3.8, Diversified and challenging work rated 2.8, opportunities for personal and professional growth 3.5 and attractive compensation package4.0, This demonstrates that noble compensation packages are the key factors for effective employees' retention planning in Ministry of Information.

Table 4.10; Factors that Influence a Company's Retention Strategy

| | Strongly agree 5 | Agree 4 | Undecided 3 | Disagree 2 | Strongly disagree 1 | ∑fi | ∑fiwi | ∑fiwi ∑fi |
|---|---|---|---|---|---|---|---|---|
| Flexible working environment | 8 | 7 | 5 | 5 | 2 | 27 | 95 | 3.5 |
| Workplace innovation | 0 | 0 | 4 | 10 | 13 | 27 | 45 | 1.7 |
| Communication | 10 | 11 | 3 | 0 | 3 | 27 | 106 | 3.9 |
| Support for personal and professional development | 12 | 12 | 2 | 1 | 0 | 27 | 116 | 4.3 |
| Recognition | 1 | 4 | 5 | 5 | 12 | 27 | 58 | 2.1 |

Source: Field Data, 2022

Table 4.10 above show that, flexible working environment rated 3.5,recognition rated 2.9 and workplace innovation rated 2.1, support for personal and professional development rated 4.3 communication rated 3.9, This indicates that support for individual and professional development is the main factor influencing retention planning in the Ministry of Health.

Table 4.11: Influence of employees' retention planning on organization performance

| | Strongly agree | Agree | Undecided | Disagree | Strongly disagree | ∑fi | ∑fiwi | ∑fiwi ∑fi |
|---|---|---|---|---|---|---|---|---|
| | 5 | 4 | 3 | 2 | 1 | | | |
| Cost reduction | 0 | 5 | 5 | 8 | 9 | 27 | 60 | 2.2 |
| Competitive advantage | 11 | 11 | 5 | 0 | 0 | 27 | 114 | 4.2 |
| Quality production | 13 | 11 | 3 | 0 | 0 | 27 | 118 | 4.4 |
| Employees turnover | 0 | 4 | 7 | 3 | 13 | 27 | 56 | 2.1 |
| Meeting current and future | 0 | 6 | 9 | 4 | 8 | 27 | 67 | 2.5 |

Source: Field Data, 2022

Table 4.11 shows that, quality production rated 4.2, competitive advantage was rated high of 4.4, meeting current and future personnel needs rated 2.5, cost reduction rated 2.1 and employees' turnover rated 2.2 and. This shows that retention planning in Ministry of Health in increases the competitive advantage of the organization.

### 4.6 Research Hypothesis

The study advanced the following hypothesis:

1. Ho1:Effective job analysis will significantly affect the performance of the Ministry of Health in Abuja.
2. Ho2: Effective employees' demand-supply projecting will significantly affect the performance of the Ministry of Health in Abuja.
3. Ho3: Effective planning to retain employees will significantly affect the Ministry's performance.

## 5.0 DISCUSSIONs

### 5.1 Summary of findings

The goal of the research is to see how human resource planning methods affect organizational performance. The study's initial goal was to determine the impact of job analysis on Ministry of Health's





performance, and it was discovered that the organization uses job analysis questionnaires on a regular basis. Job analysis at the workplace improves the company's competitive edge.

The study's second goal was to see how employee demand and supply forecasting affected Ministry of Health performance. It was discovered that demand for products and services is the most important factor considered by the Ministry of Health in employee demand forecasting, while internal promotion is the most important factor considered by the organization in employee supply forecasting. Forecasting employee demand and supply assists the Ministry of Health in addressing current and future staff requirements.

The study's third goal was to determine the impact of staff retention planning on Ministry of Health's performance, and it was discovered that an appealing pay package is the most important predictor of successful employee retention planning in the Ministry of Health. The organization's retention strategy is heavily influenced by support for personal and professional growth. The Ministry of Health's retention strategy improves the organization's competitive edge.

### 5.2 Theoretical Contribution

The study will also add value to the researcher in the area of human resource practices, i.e. by exploring some of the surrogates of human resource planning (job analysis, employee demand and supply and staff retention planning). Scholars will find it important as it will increase the body of knowledge in this area. It can also assist the researchers in doing further studies of the same.

The study will be important for the Governments of Nigeria, to understand what motivates the staff and hence contributes to the institution's growth. It would be important for the government policy makers to know of areas in which they can provide the institutions with further incentive, for such a worthy course of growing the reliance on renewable energy.

### 5.3 Managerial Implication

i. Since job analysis has great effect on employees' performance,

therefore, the management of the institution should consider employee job analysis very vital to the development of their institution. There is need to give high priority to job analysis.

ii. Furthermore, there is need for human resources department to have a good demand and supply strategy in the Ministry of Health, Abuja to assist them in determining staff requirements and strengths.

iii. Therefore, there is need for human resources planning department in the ministry to always look into a staff retention strategy which will provide them with a competitive advantage

**5.4 Limitations**

Because the research was restricted to the effect of human resource planning on Ministry of Health's performance in Abuja, its results may not apply to other organizations in Nigeria. Due to job pressures, several workers did not participate in the research.

**5.5 Conclusion**

Based on these results, it was determined that most businesses utilize job analysis questionnaires to evaluate jobs on a regular basis. In the workplace, job analysis improves the company's competitive edge. Secondly, it was determined that demand for products and services is the most important element that organisation examine when predicting employee demand, whereas internal promotion is the most important factor that companies consider when anticipating employee supply. Employee demand-supply forecasting assists businesses in addressing current and future staffing requirements.

Finally, it was determined that a competitive pay package is the most important factor in successful staff retention strategy in businesses. Support for personal and professional growth is a key element in how businesses prepare for employee retention. Companies that prepare for employee retention get a competitive edge.

**5.5 Recommendations**

The following suggestions were given based on the findings: businesses should have well-documented human resource strategies as





well as methods to operationalize them; this should be done with the involvement of all employees and regular feedback collected for potential changes.

To gain their commitment and support, senior management must be educated about the potential impact of human resource planning on organizational performance. Companies should establish career development standards and require each employee to create meaningful individual accountability plans that clearly outline their ambitions and professional goals in accordance with the rules. Organizations must examine their training programs to ensure that they can adequately handle career development problems among their workers.

Appraisal and individual accountability plans should be utilized to identify skill and competence gaps in each employee, as well as to suggest necessary training to prepare workers for succession. Organizations must help their workers define their learning requirements and objectives, choose appropriate learning methods, and participate in learning activities that will put them in a better position for succession planning.

**5.7 Suggestions for Future Research**

The researchers recommend that a comparable study be conducted in other Nigerian businesses on the same topic. Additional research should be conducted in the areas of job analysis, employee retention, demand and supply forecasting, and organizational effectiveness.

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