

**Human Resource Planning in Public Sector: A Case Study of Rivers State
Universal Basic Education Board (RSUBEB)****Prince-George, Joy Nkeiru**Department of Political Science, Ignatius Ajuru University of Education,
Rumuolumeni, Port Harcourt, Rivers State**Abstract**

This paper examined human resource planning in public sector: a case study of rivers state universal basic education board (RSUBEB). A descriptive survey design was adopted for the study. The population for this study consisted of 200 staff of RSUBEB and 1,250 teachers, totalling 1450. The sample size of 145 respondents representing 10% of the entire population was drawn for the study using a simple random sampling technique. The instrument used for the study was titled: Human Resource Planning in Public Sector Questionnaire (HRPPSQ). The instrument items were designed and validated by the researcher, and a reliability index of 0.81 was obtained using Cronbach Alpha. The findings revealed that that human resource planning contributes to RSUBEB by enabling the possibility of having skill inventory, labour forecast, employee demand and keeping a balance between labour supply and demand prediction. Also, there are several challenges hindering human resource planning and these challenges contribute to the increased probability of planning failure in the Rivers State Universal Basic Education Board. Based on the findings, it was recommended among others that the board members and executives of Rivers State Universal Basic Education Board should encourage and consolidate on human resource planning practices that will contribute to the growth and development of the Board.

Keywords: Human Resource Planning, Public Sector, Universal Basic Education Board**I. Introduction**

Organizations are formed by people and the same individuals are the most important strategic resource in the organization. As such, there is no organization that can achieve its objectives without the individuals that constitute the organization. Individuals in an organization who are the human resources help the organization to perform optimally well when they are properly utilized. There must be proper management of the human resource in an organization in order to achieve a high-performance standard (Lunenborg, 2012). Therefore, human resource management has the opportunity to help organizations to survive, grow, become competitive and profitable (Werner, Jackson & Schuler, 2012). All the objectives of the organization are achieved through effective human resource planning, which is a mechanism for building long-term capacity to meet the workforce challenges (Choudhury, 2007).

According to Mathias et al. (2003), human resources planning is the process of analyzing and identifying the need and accessibility of human resources so that an organization can achieve its goals. Thus, human resources planning determines the human resources required by an organization to achieve its strategic objectives. Therefore, the specific needs of the organization are recognized and plans are made for achieving those needs. For instance, in Rivers State, the Universal Basic Education Board require human resource in order to accomplish its primary functions; which include advising the government on the development of basic education, management of affairs of teaching and non-teaching staff, upholding of children rights to education. Consequently, being a service-based organization under the auspice of the State Government, the planning required

human resources which plays an important role in human resource management because it translates the objectives of the organization into a number of workers needed by determining the human resource required to achieve its strategic goals. In order for an organization to manage its human resource, it must ensure effective human resource planning.

Omoankhalen (2013) who expressed the views by De Cenzo and Robbins, noted that human resource planning is a key to manpower requirements in the organization and one of the most important elements in a successful human resource management programme. The author asserted that an organization that implements its human resource planning effectively is likely to prosper in a competitive environment. This is because studies showed that about 80% of the middle-sized and larger companies now perform human resource planning on a regular basis. Samuel (2018) citing the opinion expressed by Zülch, Rottinger and Vollstedt, summarized that the optimal utilization of human resources is an important success factor contributing to long-term competitiveness. Similarly, human resource planning is vital in organizational unstable periods during change of leadership, mergers, amalgamation, consolidation and when labour market settings are studied or when joblessness is low.

Reilly (2003) avers workforce planning as a process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and sources of supply which will be required to meet the demand. It is the work of the organization to determine its current and future manpower requirements that will help to meet its objectives. Therefore, owing to the pivotal role human resource planning play in the human resource management process by ensuring the preparation of an organization's current and future workforce needs by making sure that the right people are in the right place at the right time, it becomes necessary to undertake an examination of the human resources planning process utilized by organizations using the Rivers State Universal Basic Education (RSUBE) as a case study.

Statement of the Problem

For some decades, studies have shown that the crisis encountered in public sectors is traceable to lack of plan in their workforce, this is over because of the non-involvement of any organized human resource management activities to help accomplish organizational goals. Onah (2015:28) avers that the deterioration of public organizations is very visible; the level of frustration is large; at the schools and marketplace to mention but a few. And the cause of this unlucky development is primarily lack of human resource planning. As a result, scholars have reported that many states in Nigeria have endeavoured to encourage free education for all. However, the majority of the schools seem to have inadequate personnel to meet their entire educational needs. This is evident in some schools in urban and rural areas in Rivers State with fewer teachers. In addition, the short supply of teaching staff available to teach some subject(s) to the students, the classrooms for each set of students are insufficient and this leads to overcrowding of students as a class could consist of about 100 to 200 students. Obviously, this affects the effective performance of the teachers to impact on each student. Considering Jacobson (2010) assertion, human resource planning plays a vital role in the human resource management process by ensuring the preparation of an organization's current and future workforce needs by making sure that the right people are in the right place at the right time. One would expect the Rivers State Universal Basic Education Board to leverage on human resource planning as a veritable resource to improve on the present state of its human resource management processes, but the reverse is the case. This has resulted in the need for a study on the concept of human resource planning and its implication in the public sector; a case study of Rivers State Universal Basic Education Board.

Objectives of The Study

1. To examine the contributions of the human resources planning in Rivers State Universal Basic Education Board.
2. To find out the challenges that can hinder effectiveness human resources planning in Rivers State Universal Basic Education Board.

Research Questions

3. What are the contributions of the human resources planning in Rivers State Universal Basic Education Board?
4. What are the challenges hindering the effectiveness of human resources planning in Rivers State Universal Basic Education Board?

Research Hypothesis

H₀₁: There is no significant difference between mean rating of male and female respondents on the contributions of the human resources planning in Rivers State Universal Basic Education Board.

H₀₂: There is no significant difference between the mean scores of RSUBEB staff and teachers on the challenges hindering the effectiveness of human resources planning in Rivers State Universal Basic Education Board

II. Methodology

This study adopted a descriptive survey which involves the collection of data based on events that have occurred. The descriptive survey design is used to gather data and analyze them without any manipulation. The design was adopted because it enabled the researcher to gather information from a sample of respondents using a questionnaire that described their opinions. The population of the study comprised of 200 estimated staff of RSUBEB and 1,250 teachers, totalling 1,450. A simple random sampling technique was used to draw 145 respondents representing 10% of the entire population, this served as the sample size. Kpee (2015) considered such a percentage appropriate to serve as an acceptable sample for a population running into thousands. The instrument that was used for data collection in this study is the questionnaire. It was a questionnaire developed by the researcher. It was titled "Human Resource Planning in Public Sector Questionnaire (HRPPSQ)". It consisted of Sections A and B. Section A dealt with demographic information of the respondents while Section B dealt with variables from the research questions which were used to elicit information from the respondents. The items were structured after the modified four-point Likert type rating scale of Strongly Agree (SA) = 4 points, Agree (A) = 3 points, Disagree (D) = 2 points and Strongly Disagree (SD) = 1 point, respectively. The reliability of the instrument was determined through the test-retest method for a measure of its stability. The researcher administered twenty (20) copies of the instrument to 20 respondents who were not part of the sample. Two weeks later, the same instrument was re-administered to the same respondents. The scores obtained were correlated using Cronbach Alpha to determine the reliability index which yielded 0.81. As part of data collection, the researcher designed and distributed 145 copies of the questionnaire to the respondents. One hundred and thirty-eight (138) copies were retrieved and found suitable for analysis resulting in 95% response rate. Data collected from the study were analyzed using mean and standard deviation for research questions, while z-test was used for hypotheses at 0.05 level of significance.

III. Results

Research Question One: What are the contributions of the human resources planning in Rivers State Universal Basic Education Board?

Table 4.1: Mean (\bar{x}) and Standard Deviation Scores of Respondents on the contributions of the human resources planning in Rivers State Universal Basic Education Board.

S/N	Items	Respondents (n=138)		
		Mean \bar{x}	SD	Decision
1.	Assessing current human resource capacity.	3.67	0.60	Agreed
2.	Forecasting human resource requirement.	3.36	0.49	Agreed
3.	Developing human resource objectives to support board strategies	3.60	0.55	Agreed
4.	Regrouping tasks to create well designed jobs.	3.26	0.63	Agreed
5.	Reorganizing work units to be more efficient.	3.50	0.65	Agreed
6.	Providing faculty/staff with training to take on new roles.	3.37	0.72	Agreed
7.	Providing faculty and staff with development opportunities to prepare them for future jobs.	3.50	0.53	Agreed
8.	Recruiting new staff with the skills and abilities that matches the need of the board for strategic human resource planning.	3.57	0.54	Agreed
Average Mean/Standard Deviation		3.47		

Data in Table 4.1 show an average mean of 3.47 which is above the criterion mean of 2.50. This means that the respondents agreed that the contributions of the human resources planning in Rivers State Universal Basic Education Board include: assessing current human resource capacity, forecasting human resource requirement, developing human resource objectives to support board strategies, regrouping tasks to create well-designed jobs, reorganizing work units to be more efficient, providing faculty/staff with training to take on new roles, providing faculty and staff with development opportunities to prepare them for future jobs, and recruiting new staff with the skills and abilities that matches the need of the board for strategic human resource planning.

Research Question Two: What are the challenges hindering the effectiveness of human resources planning in Rivers State Universal Basic Education Board?

Table 4.2: Mean (\bar{x}) and Standard Deviation Scores of Respondents on the challenges hindering the effectiveness of human resources planning in Rivers State Universal Basic Education Board

S/N	Items	Respondents (n=138)		
		Mean \bar{x}	SD	Decision
9.	Ignoring regular administrative report.	3.38	0.77	Agreed
10.	Inconsistencies of job environment analysis.	3.42	0.58	Agreed
11.	Irregular employee's behaviour assessment.	3.41	0.61	Agreed
12.	Inconsistencies in organizational policies.	3.37	0.60	Agreed
13.	Inaccurate data analysis.	3.50	0.59	Agreed
14.	Poor evaluation system of policies and programmes.	3.47	0.52	Agreed
Average Mean/Standard Deviation		3.43		

Data on Table 4.2 show that all items (9-14) had an average mean score above the criterion mean of 2.50 and were adjudged on the extent the challenges hindering the effectiveness of human resources planning in Rivers State Universal Basic Education Board. In summary, with an average mean of 3.43 which is above the criterion mean of 2.50, the respondents agreed that the challenges hindering the effectiveness of human resources planning in Rivers State Universal Basic Education Board include: ignoring regular administrative report, inconsistencies of job environment analysis, irregular employee's behaviour assessment, inconsistencies in organizational policies, inaccurate data analysis and poor evaluation system of policies and programmes.

Test of Hypotheses

Ho₁: There is no significant difference between mean rating of male and female respondents on the contributions of the human resources planning in Rivers State Universal Basic Education Board.

Table 3: z-test Analysis on the difference between the Mean Scores of Male and Female on the contributions of the human resources planning in Rivers State Universal Basic Education Board

Category	N	\bar{X}	SD	Df	z-cal	z-crit.	Remarks
Male	77	3.58	0.56	136	0.053	±1.960	Not Significant Accept Ho ₁ (z-cal. < z-crit.)
Female	61	3.57	0.53	2			
				138			

Table 3 revealed that male respondents have mean and standard deviation scores of 3.58 and 0.56, while female respondents have mean and standard deviation scores of 3.57 and 0.53 respectively. The figured z-calculated of 0.053 is lesser than the z-critical of 1.960, meaning the null hypothesis is accepted. By implication, there is no significant difference in the mean scores of male and female respondents on the contributions of the human resources planning in Rivers State Universal Basic Education Board.

Ho₂: There is no significant difference between the mean scores of RSUBEB staff and teachers on the challenges hindering the effectiveness of human resources planning in Rivers State Universal Basic Education Board.

Table 5: z-test analysis on the difference between the Mean Scores of RSUBEB staff and teachers on the challenges hindering the effectiveness of human resources planning in Rivers State Universal Basic Education Board

Category	N	\bar{X}	SD	Df	z-cal	z-crit.	Remarks
RSUBED Staff	43	3.43	0.57	136	-0.881	±1.960	Not Significant Accept Ho ₂ (z-cal. < z-crit.)
Teachers	95	3.60	0.55	2			

Table 4 revealed that RSUBEB staff have mean and standard deviation scores of 3.43 and 0.57, while teachers have mean and standard deviation scores of 3.60 and 0.55 respectively. The figured z-calculated of -0.881 is lesser than the z-critical of -1.960, meaning the null hypothesis is accepted. By implication, there is no significant difference in the mean scores of RSUBEB staff and teachers on the challenges hindering the effectiveness of human resources planning in Rivers State Universal Basic Education Board.

IV. Discussion of Finding

The first finding of the study revealed that the contributions of the human resource planning in Rivers State Universal Basic Education Board include: assessing current human resource capacity, forecasting human resource requirements, developing human resource objectives to support board strategies, regrouping tasks to create well-designed jobs, reorganizing work units to be more efficient, providing faculty/staff with training to take on new roles, providing faculty and staff with development opportunities to prepare them for future jobs, and recruiting new staff with the skills and abilities that matches the need of the board for strategic human resource planning. The finding is in agreement with Samuel (2018), Umoh and Worlu (2017), Aslam, Habib and Jabeen (2013), Cakar et al. (2012), Amaratunga et al. (2012), Reilly (2003), Hassan (2003) who in their respective studies reported that human resource planning contributes to the public sector.

In line with the findings of Samuel (2018) citing Craft, observed that human resource planning influences the calibre and type of applicants who choose to join an organization that practice human resource planning are more likely to know what specific characteristics they are looking for in applicants and this helps them to increase the quality of decisions. Similarly, Reilly (2003) concurred that human resource planning practices enable a firm to estimate the demand for labour and evaluate the size, nature, and sources of supply that will essentially be required to meet the demand. This is proof of the fact that human resources planning help RSUBEB to identification process through the development of a skills inventory for each employee. This process enables the Board to take skill inventory that is beyond the skills needed for the particular position. It leads them into creating a list of all the skills each person has demonstrated. Hence, there is no significant difference in the mean scores of male and female respondents on the contributions of the human resources planning in Rivers State Universal Basic Education Board.

Lastly, the second finding of the study showed that the challenges hindering the effectiveness of human resources planning in Rivers State Universal Basic Education Board include: ignoring regular administrative reports, inconsistencies of job environment analysis, irregular employee's behaviour assessment, inconsistencies in organizational policies, inaccurate data analysis and poor evaluation system of policies and programmes. Also, there is no significant difference in the mean scores of RSUBEB staff and teachers on the challenges hindering the effectiveness of human resources planning in Rivers State Universal Basic Education Board. This finding is in consonance with Foster, McCabe and Dewhurst (2010), Lawler and Boudreau (2009), Liu, Combs, Ketchen, and Ireland (2007), Haines and Bandt (2004), Rose and Fiore (1999) who opined that there are several challenges confronting effective human resource planning, and they are ignoring regular administrative report, inconsistencies in job environment analysis, irregular employee's behaviour assessment, inconsistencies in organizational policies, inaccurate data analysis, and poor evaluation system. Hence, there is no significant difference in the mean scores of RSUBEB staff and teachers on the challenges hindering the effectiveness of human resources planning in Rivers State Universal Basic Education Board.

V. Conclusion and Recommendations

In conclusion, the study examined the contribution of human resource planning and the challenges the human resource planning process in the public sector using the RSUBEB as a case study. Based on the finding of the study, it can be concluded that human resource planning contributes to RSUBEB by enabling the possibility of having skill inventory, labour forecast, employee demand and keeping a balance between labour supply and demand prediction. Conversely, the results also showed that there are several challenges hindering human resource planning and these challenges

contribute to the increased probability of planning failure in the Rivers State Universal Basic Education Board.

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

1. The board and executives should encourage and consolidate human resource planning practices that will contribute to the growth and development of Rivers State Universal Basic Education Board.
2. The board executives should target the reorganization of some policies and sharp practices that are affecting or posing a challenge to Rivers State Universal Basic Education Board. This means, for example, when management focuses on effectively implementing policies, it will go a long way to address the challenges that were identified by this study.
3. Management should concentrate on eliminating the level of politics and increasing the level of justice in their organizations to ensure the valid ranking of employees' performances and behaviours.

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