

Interrogating Human Resource Planning and Performance of Tertiary Health Care Institutions in South East Nigeria

¹Egwuagu, Uloma Bridget
ulomaegwuagu@gmail.com

²E.O. Chikeleze
Francis.chikeleze@esut.edu.ng

³J.O. Udentia
Jude.udenta@esut.edu.ng

^{1,2,3} Department of Public Administration

Faculty of Management Sciences

Enugu State University of Science and Technology, Enugu State, Nigeria

Abstract

The study examined human resource planning on performance of tertiary health care institutions in South East, Nigeria. The population of the study was 3891. Taro Yamani formula was used to determine the sample size of 532. The collected data was analysed through the use of a mean score. The z-normal distribution (z-test) was applied in testing the hypotheses. The findings revealed that human resource planning has a significant effect on enhanced patient care in tertiary health care institutions in South East, Nigeria, that human resource planning has significantly increased operational efficiency of tertiary health care institutions in South East, Nigeria and that human resource planning had a significant effect on innovation and research in tertiary health care institutions in South East, Nigeria. The study concluded that human resource planning plays a critical role in aligning workforce capabilities with organizational goals and objectives, thereby enhancing operational efficiency, patient care quality, innovation, and human capacity building. The study recommended among others that for enhanced Patient Care: management of tertiary healthcare institutions should implement comprehensive human resource planning strategies to ensure optimal staffing levels, skill mix, and workload distribution, promoting continuity of care and improving patient outcomes through personalized and timely interventions.

Journal of Policy and Development Studies (JPDS)

Vol. 15. Issue 1 (2024)

ISSN(p) 0189-5958

ISSN (e) 2814-1091

Home page

<https://www.ajol.info/index.php/jpds>

ARTICLE INFO:

Keyword:

Human Resource Planning, Organization, Performance, patient care, innovation

Article History

Received 29th April 2024

Accepted: 25th May 2024

DOI:

<https://dx.doi.org/10.4314/jpds.v15i1.19>

1. Introduction

In today's dynamic and competitive market, efficient management of human resource planning is a critical aspect impacting organisational success. Human resource planning is a strategic process that aligns an organization's staff with its goals and objectives, and it plays an important part in influencing the performance of organisations across all industries. As Nigeria's economy grows and global integration deepens, the importance of human resource planning for organisational effectiveness grows. Human resource planning is one of management's roles and is critical to achieving organisational objectives (Anyu, Umoh, and Worlu, 2017). This is because staff are responsible for coordinating and using other resources to achieve organisational objectives. Furthermore, in this age of global competitiveness and the fight for better healthcare services in the healthcare domain, only organisations with the proper individuals can withstand the strong rivalry. Thus, manpower or human resource planning is central to people management. This emphasises the need of planning, recruiting, training, and placing people, whether new or old, in order to guarantee the organization's effectiveness and efficiency (Okafor et al. 2022). Human resource planning assures a steady supply of personnel without interruption. Human resource planning is critical in the face of a significant increase in labour turnover, which is inevitable and even advantageous.

Tertiary healthcare institutions in Nigeria's South East confront a wide range of human resource planning difficulties. Issues such as insufficient staffing levels, unequal distribution of healthcare professionals, and worker retention issues remain. The demand for specialised healthcare personnel often exceeds the available supply, resulting in overloaded staff and poor service performance (Ogbu and Dialoke, 2020). Furthermore, concerns of training and professional growth, succession planning, and responding to changing healthcare requirements present substantial challenges. Furthermore, external variables such as economic restrictions and the global healthcare environment influence tertiary healthcare institutions' capacity to recruit and retain qualified experts. The period of brain drain, in which competent health care personnel leave their jobs in pursuit of brighter pastures, has created a significant deficit for human resource managers (Wabara, 2017). Similarly, huge numbers of workers who retire, die, quit organisations, or become incapable due to physical or mental illness must be replaced by new personnel (Al-Riyami et al. 2019). Factors contributing to worker turnover at tertiary healthcare institutions in South East Nigeria include voluntary resignations, discharges, weddings, promotions, and seasonal changes. When human resource planning is done correctly, it can have a significant impact on the performance of tertiary healthcare institutions in South East Nigeria by improving patient care, operational efficiency, employee morale and retention, ensuring innovation and research, and increasing community engagement and public trust.

In South East Nigeria, inadequate human resource planning has a wide-ranging influence on tertiary healthcare institutions' performance. Improved patient care, a cornerstone of healthcare facilities, is jeopardised when there is a mismatch between patient demands and available qualified workers. Inadequate staffing numbers and skill disparities impede the delivery of

timely and high-quality healthcare services, jeopardising patient outcomes (George 2017). Inadequate human resource planning has a negative impact on operational efficiency, which is critical to successful healthcare delivery. Overburdened personnel and skill shortages result in higher workloads and decreasing productivity, limiting institutions' capacity to successfully fulfil expanding patient care needs. Employee morale and retention, which are critical for a sustainable healthcare workforce, suffer when there is a lack of strategic planning. Inadequate training chances, restricted professional development possibilities, and burnout all contribute to a disgruntled workforce, resulting in high turnover rates and a scarcity of experienced employees. Against this context, the research investigated the impact of human resource planning on the performance of tertiary health care institutions in South East Nigeria.

1.2 Problem Statement

In Nigeria's dynamic and competitive climate, effective personnel planning improves adaptation, fills skill shortages, and boosts overall organisational resilience. It is a crucial component for organisations seeking long-term development, operational excellence, and the capacity to overcome problems in Nigeria's broad and changing market. Effective human resource planning helps tertiary health care institutions sustain peak performance in areas such as improved patient care, higher operational efficiency, innovation and research, medical equipment utilisation, and human capacity development.

One major concern is a possible mismatch between the healthcare staff and the changing needs of the healthcare environment. Rapid advances in medical technology, shifting patient demographics, and the advent of new illnesses all need a highly adaptive and trained healthcare staff. Without effective human resource planning, these institutions may confront a scarcity of specialised workers, jeopardising the quality and efficiency of healthcare service. Furthermore, insufficient workforce planning leads to challenges with personnel allocation and task management. Certain departments within healthcare organisations may face workforce shortages, resulting in overwhelmed healthcare practitioners and possible burnout. This not only lowers the quality of patient treatment, but also has a negative influence on staff morale and retention, increasing the issues that these institutions confront. Furthermore, the implications of human resource planning go beyond the immediate operational issues. In the long run, poor planning may stymie the growth of a strong and forward-thinking healthcare staff. Failure to invest in training, professional development, and succession planning might compromise institutional resilience and response to future healthcare concerns.

The lack of specialised personnel limits the scope of medical services provided, reducing institutions' capacity to address diverse healthcare needs such as improved patient care, increased operational efficiency, innovation and research, medical equipment utilisation, and population capacity building. Inefficiencies in human resource allocation may also lead to inequities in healthcare delivery, with some geographical regions or medical specialties being disproportionately affected.

1.3. Objectives of the Study

- i. Examine the effect of human resource planning on enhanced patient care in tertiary health care institutions in South East, Nigeria.
- ii. Evaluate the effect of human resource planning on increased operational efficiency of tertiary health care institutions in South East, Nigeria.
- iii. Identify the effect of human resource planning on innovation and research in tertiary health care institutions in South East, Nigeria.

1.4 Hypotheses

- i. Human resource planning has no significant effect on enhanced patient care in tertiary health care institutions in South East, Nigeria
- ii. Human resource planning has not significantly increased operational efficiency of tertiary health care institutions in South East, Nigeria.
- iii. Human resource planning has no significant effect on innovation and research in tertiary health care institutions in South East, Nigeria.

2. Review of Related Literature

Human Resource Planning

According to Dialoke and Duru (2017), human resource planning is the process of matching an organization's human resources with its business strategy in order to fulfil its mission goals. In other words, it means ensuring that an organisation has and will continue to have the appropriate people with the right talents doing the right duties at the right time. People must be at their jobs, working efficiently and successfully. In a related definition, Ede and Dialoke (2020) see human resource planning as a means of anticipating an organization's manpower needs while also preparing for worker retirement with the intention of replacing the retiring workers with new ones to avoid incurring personnel gaps in the organisation. According to the Management Study Guide (2017), manpower planning is the process of obtaining and applying relevant information to support human resource management choices on how to spend resources in the organization's manpower activities. Finally, manpower planning is a strategy for procuring, developing, allocating, and using an organization's people resources in order to fulfil organisational objectives (Maina and Kwasira, 2015).

According to Decenzo and Robbins (2019), human resource planning entails placing the correct quantity of people, as well as the right kind of people, in the right location, at the right time, and doing the right things on the same wavelength in order to accomplish organisational objectives. To meet the organisation's aims, the following procedure should be used: (I). Examine the present personnel portfolio. (II). Make projections about future manpower. (III). To build employment initiatives as well (IV). Designing training courses. It may also include study of supply and demand, surpluses, shortages, and human resource utilisation. HRP ideas are also concerned with the development of serious human competency abilities and attitudes required for the growth of an organisation guided by corporate policies and goals.

Organisational Performance.

Organisational performance is a multifaceted concept that incorporates various aspects that impact an entity's efficacy in achieving its goals. It comprises getting the most out of existing resources and adjusting to changing conditions. Kaplan and Norton's Balanced Scorecard (1992) is an important framework that highlights the whole aspect of organisational performance, with a focus on financial, customer, internal processes, and learning and development perspectives. Effective leadership is essential for organisational performance because it promotes employee engagement, innovation, and strategy alignment. According to Avolio and Gardner (2005), transformational leadership boosts organisational performance by creating a shared vision and supporting a culture of continual improvement.

Furthermore, corporate culture and employee engagement have a significant impact on performance. Denison (1990) underlined the need of cultural consistency and flexibility in achieving high organisational performance. To recap, organisational success depends on a complex interplay of leadership effectiveness, cultural dynamics, and strategy alignment.

Scholars and practitioners may get valuable insights into enhancing and sustaining organisational performance by using frameworks such as the Balanced Scorecard, comprehending the impact of leadership styles, and acknowledging the influence of corporate culture.

Human Resource Planning and Patient Care.

Patient care is an important aspect of healthcare delivery that involves a wide range of services aimed at improving and sustaining the health of persons seeking medical treatment. The Institute of Medicine (2001) defines patient-centered care as honouring and reacting to individual patients' preferences, needs, and values. It highlights the need of transparent communication, collaborative decision-making, and a holistic approach to treatment.

Effective patient care involves not just fulfilling patients' immediate medical needs, but also considering their emotional and social well-being. According to the World Health Organisation (WHO, 2018), patient-centered care views patients as partners in their healthcare journey, including them in decision-making and tailoring treatment regimens to their unique need.

Human Resource Planning and Operational Efficiency

Operational efficiency refers to an organization's capacity to maximise productivity while minimising resource waste in the delivery of products and services. It entails optimising processes, simplifying workflows, and efficiently using resources in order to provide the most output with the least input. Operational efficiency is an important aspect of organisational success, influencing cost-effectiveness, customer satisfaction, and overall competitiveness. Slack, Brandon-Jones, and Johnston (2019) define operational efficiency as an organization's ability to offer goods or services at the correct quality and quantity, on time, and at the right cost. It emphasises eliminating inefficiencies, reducing superfluous stages in processes, and continuously improving operations.

In the context of company management, operational efficiency is strongly related to the notion of lean management, which seeks to reduce waste while increasing value for customers (Womack, Jones, and Roos, 1990). Organisations that prioritise operational efficiency are better positioned to respond to market changes, improve customer happiness, and preserve a long-term competitive edge. Human Resource Planning (HRP) is essential for improving the operational efficiency of tertiary healthcare facilities in South East Nigeria. The complex nature of healthcare delivery necessitates a strategically integrated and well-equipped team. By anticipating and managing staffing requirements, HRP ensures that these institutions have an adequate mix of healthcare professionals, support workers, and specialised specialists to successfully satisfy patient demands.

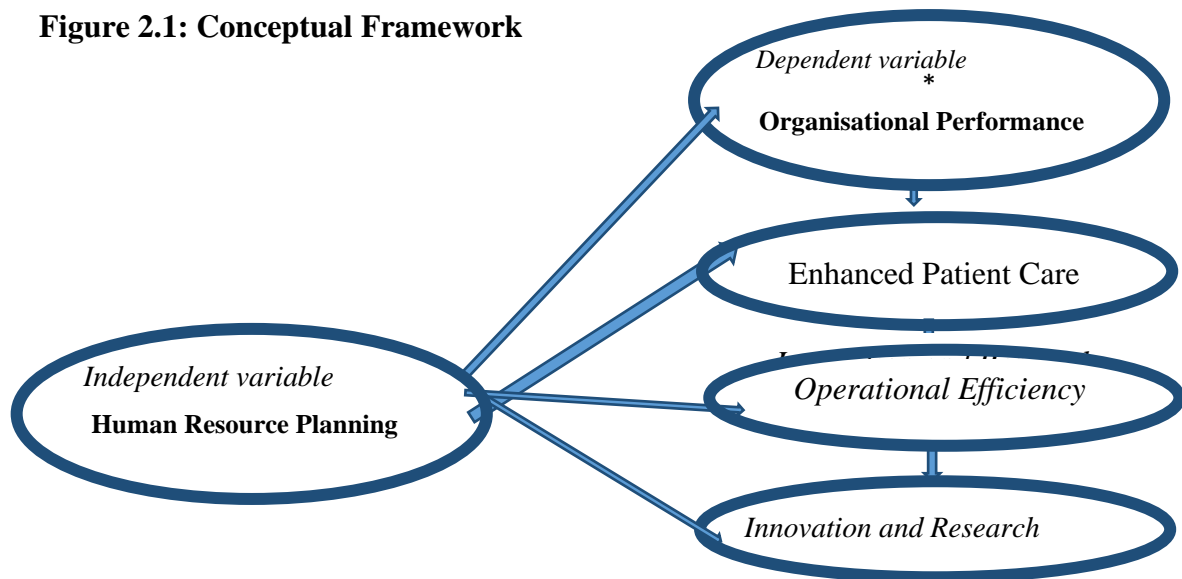
Human Resources Planning, Innovation, and Research

Innovation and research are linked ideas that drive the evolution of knowledge, technology, and society. Innovation is the process of developing and implementing new ideas, products, or procedures that lead to positive change or progress (Tidd & Bessant, 2018). It entails using innovative thinking, experimentation, and adaptability to overcome obstacles or exploit opportunities.

In contrast, research is the methodical exploration and analysis of material with the goal of generating new knowledge or validating current hypotheses. It is a thorough investigation that use rigorous procedures to aid in the understanding of numerous occurrences (Creswell, 2014). Well-conducted research often yields innovative results. Research lays the groundwork for breakthrough ideas by exploring new frontiers, verifying hypotheses, and revealing insights. The iterative link between research and innovation is demonstrated by the ongoing cycle of

asking, researching, and applying new information to promote advancement in a variety of sectors. Innovation and research work together to develop science, technology, health, business, and a variety of other fields, supporting growth and contributing to societal improvement. Human Resource Planning (HRP) is critical for promoting innovation and research in tertiary healthcare facilities in South East Nigeria. HRP ensures that talented professionals and support workers are strategically aligned to drive and maintain innovation within these organisations. By predicting future healthcare demands and linking human capital with organisational goals, HRP serves as a catalyst for the creation of a research-focused and creative culture.

Figure 2.1: Conceptual Framework



Source: Author’s Conceptualization 2024.

2.1 Theoretical framework

The Resource-Based View (RBV) Theory

Birger Wernerfelt, a Danish economist and strategic management expert, pioneered the Resource-Based View (RBV) hypothesis. Wernerfelt first proposed the resource-based approach in his landmark work "A Resource-Based View of the Firm," published in 1984 in the academic journal "Strategic Management Journal." The RBV has subsequently become a core idea in strategic management, emphasising the importance of a company's unique and valuable resources in generating long-term competitive advantages.

The resource base view theory describes how a competitive advantage may be acquired by possessing valuable and scarce resources that other rivals cannot replicate (Takeuchi, Lapak, Wang, & Takeuchi, 2007). The competitive edge is derived from the organization's internal resources (human resources). It demonstrates the requirement for organisations to develop a useful collection of human resources and bundle them in a distinctive manner in order to achieve firm success. The resource base approach has long served as an important theoretical explanation for human resource potential roles. It has to do with resource characteristics that help to create a sustained competitive advantage. Barney (1991) recognised four types of resources: precious, unusual, inimitable, and without replacements. Human resources are a firm's lasting competitive advantage, and they should be handled seriously. He also stated that corporations might achieve long-term competitive advantage by developing a human resource

pool that rivals cannot duplicate or replace. To maintain a competitive edge, organisations should regularly examine their human resources to ensure that the appropriate people with the right talents are in the right places.

According to the hypothesis, a firm's primary strength or weakness is determined by the quality of its employees. According to Boxall (1998), in order to develop a human capital advantage, organisations should attract and retain excellent employees. Most businesses may get technology and finance at any moment for a fee, but acquiring highly skilled and motivated workers is more difficult. Companies must be cautious while hiring staff.

Using the Resource-Based View (RBV) to investigate the impact of human resource planning on the performance of tertiary healthcare institutions in South East Nigeria provides a useful lens for understanding strategic resource management in the healthcare industry. In this setting, human capital is an important resource, and good human resource planning (HRP) is essential. The RBV defines persistent competitive advantage as the ownership of distinctive, valuable, and non-substitutable resources. In the healthcare industry, such resources include healthcare practitioners' skills, competence, and devotion. Examining the link between HRP and performance entails determining how successfully institutions match their human resources with organisational objectives.

A full RBV study would take into account the uniqueness and rarity of healthcare talents, the efficacy of human resource practices in identifying and developing these abilities, and the strategic deployment of healthcare personnel to improve patient care and institutional performance. Institutions that excel in human resource planning by aligning workforce capabilities with patient needs and technological advancements are likely to demonstrate superior performance in terms of patient outcomes, operational efficiency, and overall quality of healthcare services in the challenging context of tertiary health institutions in the Southeast. Nigeria

2,2 Empirical Review

Eketu and Edeh (2017) used a simple random sample approach to investigate the association between human resource planning and organisational sustainability in selected telecommunication enterprises in Rivers State. Krejcie and Morgan (1970) recommended a sample size of ninety-five. Eighty-two copies of the questionnaire were completed correctly and returned for processing. The data was analysed using Spearman's Rank Correlation Coefficient and the IBM statistical software for social sciences. The research found that human resource planning has a substantial association with organisational sustainability.

Anya, Umoh, and Worlu (2017) investigated the link between human resource planning and organisational performance in oil and gas enterprises in Port Harcourt. The study attempted to provide solutions to the problem. A stratified sampling strategy was used to choose 5 (five) oil and gas enterprises in Port Harcourt. The Taro Yamane method was utilised to establish the sample size, which was 70 managers and supervisors in total. Using the Spearman rank order correlation coefficient, we discovered a substantial association between human resource planning and organisational performance, which is tempered by organisational structure. Based on the results, we propose that oil firms and their human resource managers conduct regular manpower audits and planning to evaluate the demand and supply condition in the labour market prior to staff recruitment. Finally, the conclusion and contribution to knowledge were presented.

AL-Riyami and Banu (2019) investigated the impact of human resource planning on organisation in the Sultanate of Oman's government ministries. They focused on the primary drivers of human resource planning in Omani ministries that might affect organisational success. The survey included 20 respondents from the human resources and human development divisions of the Ministries of Health, Agriculture, and Fisheries, respectively. The researcher distributed a questionnaire and collected and analysed data to accomplish the study's goals. A comprehensive analysis was conducted, using descriptive statistics and correlation analysis.

Jacob, Ishaya, and Bajama (2022) examined the influence of human resource management on organisational performance in Nigeria, using Nigeria Breweries Kaduna plc as a case study. The researcher used the descriptive survey design. The questionnaire served as the primary data collection tool. The total number of workers in 13 departments was 305, and the sample size required for our survey was 75 in order to attain 90% accuracy. The stratified random sampling method is used to conduct scientific research. The findings revealed, among other things, that HRM has a significant impact on organisational performance, and the conclusion is a stimulus to Nigerian breweries through well-coordinated HRM practices, value added to the company's production processes, and the contributions made by each employee have a greater impact on the organization's results. This outcome leads to the conclusion that HRM may improve organisational performance for a corporation.

Rehman and Khaton (2022) investigated the effects of human resource management strategies on organisational performance in the new normal. The study is qualitative, therefore content analysis (in general) and relationship analyses (in particular) were utilised, and 25 pieces of research examining the influence of HRM practices on organisational performance were analysed. The results demonstrated a strong positive correlation between an organization's training and development procedures and its performance (both financial and non-financial).

Nondoh, Tsuma Alala, and Onyango (2020) investigated the influence of human resource planning on public university operations in Kenya's western region, finding that 53.5% of public institutions performed well in outsourcing, recruiting, and selection (adjusted R Square=0.535). The analysis found that the coefficients for outsourcing (0.284) and recruiting and selection (0.623) both contribute to the rejection of the null hypothesis.

Edeh and Dialoke (2020) investigated the impact of human resource planning on organisational performance in Nigeria's hospitality sector. This is a cross-sectional survey study. A self-created closed-ended questionnaire was utilised to gather data from managers, supervisors, and front-desk staff at 15 chosen hotels in Ebonyi state, Nigeria. Descriptive statistics were employed to analyse individuals' demographic features, whereas regression was utilised to test hypotheses. The research discovered that human resource planning variables such as proper money, competence, age, and cultural background had a favourable and substantial impact on organisational success. HR managers must consider the firm's financial capability as well as the age, competence, and cultural orientation of prospective employees when making HR plans.

Chioke and Mbamalu (2020) conducted research on Human Resource Planning and Organisational Performance: A Philosophical Approach. Organisations in Nigeria have experienced supply shortages, which have remained an ugly recurring decimal in the country's Public Enterprises and Civil Service. One cannot look at this trouble and pretend that all is well

with the sovereign entity incorrectly referred to as Africa's giant. The persistent quagmire is an organization's inability to achieve its mission and purpose. Using secondary data sources, the paper sought to determine and demonstrate how human resource planning affects the nation's organisational performance, thereby relaying a dialectical relationship between human resource planning and organisational performance. To move forward, human resource planning should be subjected to the rigours of HRP international best practices, civil service rules, and the profession's morals, values, and ethics. The paper concluded by stating that human resource planning is a critical factor for optimal organisational performance, growth, and long-term development of any formal organisation and the nation as a whole.

Okonkwo, Okafor, and Essell (2022) investigate the impact of manpower planning on organisational performance in the brewery industry in south-east Nigeria. The study used a descriptive survey design, summary and descriptive statistics, and regression analysis as its primary analytical tools. All tests were performed at the 0.05 level of significance, and preliminary findings showed that the F-statistic of 18.029 is statistically significant, and hence the model is regarded viable for predictions. The regression coefficient revealed a 61.7 percent relationship between the dependent and independent variables. According to the coefficient of determination, the repressors account for 52.9 percent of the variation in the dependent variable. It was determined that human resource planning is critical for optimum performance in the brewing business of South-East Nigeria.

3. Methodology

3.1 Research Design

In order to assure a successful study, the researcher used a survey research approach. The approach was selected because it outperforms other techniques of data collection for examining a large population, which is too huge in studies that utilise people as the unit of analysis. The survey research technique is an effective means to extract the opinions of a group, individuals, or population of study on an event, activity, or phenomena. The survey approach is the most often used research method in the behavioural sciences, and it entails creating a series of questions on numerous topics or elements of a subject that a subset of a population is asked to respond.

3.2 Sources of Data

The researcher made use of both primary and secondary data for the study.

Primary Data: The primary data are information collected from direct survey using questionnaire, interviews and observations.

Secondary Sources of Data: The researcher gathered secondary data from textbooks, journals, periodicals, and the internet. Furthermore, data were gathered from journal papers, essays, and other studies that are directly relevant to the subject.

3.2 Area of the Study

The research focused on tertiary health institutions in Nigeria's south-east states. The research focused on five tertiary health institutions in Nigeria's South Eastern geopolitical zones. The states are: Enugu, Anambra, Abia, Ebonyi, and Imo. The hospitals are Federal Medical Centre, Aba Road, Umu Obasi, Umuahia for Abia State, Nnamdi Azikiwe University Teaching Hospital (NAUTH), Nnewi for Anambra State, Federal Teaching Hospital, Abakaliki for Ebonyi State, National Orthopaedics Hospital, Abakpa Junction Abakiliki Road, Enugu for Enugu State, and Federal Medical Centre, Orlu Road, Owerri for Imo State.

3.3 Population of the Study

The study's population consisted of workers from the five Tertiary Health Institutions in the South-East States under inquiry. The study's population is consequently three thousand, eight hundred and ninety-one (3,891) employees. Table 3.1 presents the population based on the departments in the hospitals under consideration.

3.4 Sample Size Determination

The population of three thousand eight hundred and ninety-one (3,891) was considered too large, the researcher applied Yamane, (1964) statistical formula to reduce the population to a manageable size. The formula is stated under.

$$n = \frac{N}{1+N(e)^2}$$

Where
n = Sample size
N = Population size
e = Error margin allowed
1 = Constant

The researcher was choosing two percent (0.04) as error margin allowed. The translation of the formula is show below. The researcher chose two percent (0.04) as error margin allowed. The translation of the formula is show below.

$$n = \frac{3,891}{1+3891(0.04)^2}$$

$$n = \frac{3,891}{1+3,891 (0.0016)}$$

$$n = \frac{3586}{1+5.7376}$$

$$n = \frac{3586}{6.7376}$$

n = 532.23 = 532 by approximation.

3.5 Sampling Techniques

The research on the influence of human resource planning on organisational performance in tertiary healthcare institutions in South East Nigeria used purposive sampling to choose particular institutions for in-depth examination. Purposive sampling enables a more targeted investigation, focusing on institutions that are critical to the region's healthcare landscape, and provides valuable insights into the nuanced relationships between human resource planning strategies and organisational performance within the specified tertiary healthcare institutions.

3.6 Method of Data Collection

Data for the research were gathered via the use of questionnaires, interviews, and observations. The data gathering devices employed were closed-ended questionnaires.

3.7 Method of Data Analyses

The researcher's analysis of the acquired data was directed by the study's goals and research questions. All questionnaire questions were spaced out to capture the qualitative and

quantitative answers anticipated from respondents. Data analysis was conducted to verify that the study's facts and results were brief and complete. The descriptive content analysis helped us to evaluate the variables in our research questions. The hypotheses were evaluated using the z-normal distribution (z-test).

4. Data Analysis

The data analysis technique was critical to ensuring the findings' validity. Once the data was obtained, it was organised such that each participant's information was maintained together and in order. Data gathered were synthesised and used in the study. Descriptive statistics (frequency and percentages) were utilised to analyse the data collected during this investigation. Figures were tabulated to improve clarity and understanding of the exhibited data.

Research Question One: To what degree has human resource planning improved patient care in tertiary healthcare facilities in South-East Nigeria?

Table 4.2 shows the degree to which human resource planning improved patient care at tertiary health-care facilities in South East Nigeria.

s/n	Response	SA	A	U	A	SD	Total	Mean	Decision
1	Adequate planning ensures that there is an appropriate number of healthcare professionals to meet patient needs, reducing wait times and improving access to care.	180	156	20	70	63	489	3.7	Accepted
2	Planning for education and training ensures that healthcare professionals stay current with medical advancements, contributing to improved patient outcomes.	203	180	10	66	30	489	3.9	Accepted
3	Proper staffing and workload distribution can help prevent burnout among healthcare professionals, promoting a more sustainable and compassionate care environment	176	180	17	100	16	489	3.8	Accepted
4	A well-planned and trained healthcare workforce is better equipped to deliver high-quality and patient-centered care, enhancing overall patient satisfaction and health outcomes.	178	190	14	57	50	489	3.7	Accepted
5	Human resource enable planning health institutions to address workforce shortages and skill gap through recruitment, training and retention to improve the quality of patient care	180	186	21	53	49	489	3.8	Accepted

Source: Field Survey 2024

The replies in Table 4.2 show how human resource planning improved patient care at tertiary healthcare facilities in South East Nigeria. All descriptive statistics items were validated (with a theoretical acceptance mean rating of 3.0). Respondents largely agreed that it hinders service delivery in health facilities. The data for item number one reveals that 180 respondents highly agreed, 105 respondents agreed, 20 respondents were unsure, 70 respondents disagreed, and 63 strongly disagreed. The mean score of 3.7 indicates that the majority of respondents believe that adequate planning ensures that there are enough healthcare professionals to satisfy patient demands, lowering wait times and enhancing access to treatment. On item two, 203 respondents strongly agreed, 180 agreed, 10 were unsure, 68 disagreed, and 30 strongly disagreed. The high mean score of 3.9 indicates that the majority of respondents strongly agreed with the statement that planning for continued education and training ensures that healthcare workers keep up to date on medical advances, leading to better patient outcomes. In response to item three, 176 respondents highly agreed, 180 agreed, 17 were unsure, 100

disagreed, and 16 severely disagreed. The results reveal a mean score of 3.8, indicating that the majority of respondents felt that proper staffing levels and job allocation may help avoid burnout among healthcare personnel, resulting in a more sustainable and compassionate care environment. For item number four, confirm that 178 respondents strongly agreed, 190 respondents agreed, 14 respondents were undecided, 57 respondents disagreed, and 50 strongly disagreed. The high mean of 3.7 indicates that all respondents agree that a well-planned and trained healthcare workforce is better equipped to deliver high-quality and patient-centered care, thereby improving overall patient satisfaction and health outcomes. Item five shows that 180 respondents strongly agreed, 186 respondents agreed, 21 respondents were undecided, 53 respondents disagreed, and 49 respondents strongly disagreed, with a mean of 3.8, indicating that the respondents agreed that proper staffing levels and workload distribution can help prevent burnout among healthcare professionals, promoting a more sustainable and compassionate care environment.

Research Question Two: How does human resource planning affect the operational efficiency of tertiary healthcare facilities in South East Nigeria?

Table 4.3: Effect of human resource planning on increased operational efficiency of tertiary healthcare institutions in South East, Nigeria

s/n	Response	VHE	HE	U	LE	VLE	FREQ	Mean	Decision
1	Effective human resource planning ensures that the right number of healthcare professionals are available, preventing understaffing	180	195	17	55	42	489	3.9	Accepted
2	Planning helps match the skills and competencies of healthcare workers with the specific needs of the institution, ensuring that the workforce is well-equipped to handle diverse medical scenarios, thus enhancing overall operational efficiency	200	181	11	56	41	489	3.9	Accepted
3	Adequate planning considers workload distribution and provides opportunities for training and development which in turn, boosts the productivity of healthcare professionals, and contribute to more efficient service delivery	178	180	9	67	55	489	3.7	Accepted
4	Human resource planning can lead to streamlined processes and reduced waiting times, thereby contributes to improving patient flow within the healthcare institution	182	186	10	80	31	489	3.8	Accepted
5	Adequate staffing and supportive working conditions resulting from effective planning can help reduce turnover rates among healthcare professionals, ensuring continuity of care and maintaining operational stability	196	165	15	70	43	489	3.8	Accepted

Source: Field Survey, 2024

Table 4.3 depicts the mean distribution of respondents' perspectives on the impact of human resource planning on enhanced operational efficiency in tertiary health care facilities in South East Nigeria. Regarding item One, the statistics reveal that 180 respondents ranked it very high, 195 high, 17 unsure, 55 low, and 42 extremely low. The mean score of 3.9 indicates that the majority of respondents agreed that effective human resource planning ensures that the appropriate amount of healthcare professionals are available, avoiding understaffing.

On item two, 200 respondents rated very high, 181 respondents said high, 11 respondents were uncertain, 56 respondents stated low, and 41 respondents stated extremely low. The mean score of 3.7 indicates that the majority of respondents strongly agreed with the proposition that planning helps match the skills and competencies of healthcare workers with the specific needs of the institution, ensuring that the workforce is well-equipped to handle diverse medical scenarios, thereby improving overall operational efficiency. Regarding item Three, 178

respondents rated very high, 180 respondents stated high, 9 respondents were unsure, 67 respondents asserted low, and 55 respondents asserted extremely low. The results reveal a mean score of 3.7, indicating that the majority of respondents felt that adequate planning takes into account task allocation and gives chances for training and growth. This, in turn, increases the productivity of healthcare personnel, resulting in more effective service delivery.

For item number four, the high mean of 3.8 depicts that respondents agreed that efficient human resource planning can lead to streamlined processes and reduced waiting times, contributing to improved patient flow within the healthcare institution, and item five with the mean of 3.8 showed that respondents agreed that adequate staffing and supportive working conditions resulting from effective planning can help reduce turnover rates and prevent burnout among healthcare workers.

Research Question Three: What effect does human resource planning have on innovation and research in tertiary healthcare institutions in South East, Nigeria?

Table 4.4:Effect of human resource planning on innovation and research in tertiary healthcare institutions in South East, Nigeria

s/n	Item	SA	A	UD	SD	D	Total	Mean	Decision
1	Strategic human resource planning ensures the availability of innovation professionals with expertise in various research areas. This contributes to the establishment of a robust research workforce	173	206	13	56	41	489	3.8	Accepted
2	Planning facilitates targeted training programs for healthcare professionals, aligning their skills with the institution's research objectives. This enhances the institution's capacity to conduct innovative and impactful research	178	200	19	49	43	489	3.9	Accepted
3	Effective planning promotes collaboration among healthcare professionals from different disciplines, fostering an environment conducive to interdisciplinary research initiatives and innovation.	186	159	17	87	40	489	3.7	Accepted
4	Adequate human resource planning helps allocate resources, including personnel, effectively, ensuring that research teams have the necessary support for their projects	200	186	9	60	34	489	3.9	Accepted
5	Planning for career development and progression encourages healthcare professionals to engage in research activities, contributing to a culture of continuous learning and innovation.	161	201	10	90	27	489	3.8	Accepted

Source: Field Survey, 2024.

Table 4.4 is supposed to represent indicative answers on the impact of human resource planning on innovation and research at tertiary health care institutions in South East Nigeria, with a mean score greater than 3.0. The mean for each item is shown. The first question found that respondents agreed that strategic human resource planning assures the availability of experienced and qualified workers with competence in diverse study fields. This helps to the development of a strong research workforce. The mean score of 3.8 indicates that respondents' replies were significantly more favourable. The findings of question number two gave a mean score of 3.9, indicating that respondents agreed that Planning enables tailored training programmes for healthcare workers, matching their abilities with the institution's research aims. This strengthens the institution's ability to perform new and effective research. The mean score of 3.7 for item number three indicates that respondents agreed that effective planning encourages cooperation among healthcare professionals from many disciplines, creating an atmosphere suitable to interdisciplinary research efforts.

Item number four had a mean score of 3.9, indicating that respondents believed that adequate human resource planning aids in the appropriate allocation of resources, including people, ensuring that research teams get the support they need. According to the results of item number five, with a mean score of 3.8, respondents agreed that planning for career development and progression encourages healthcare professionals to engage in research activities, contributing to a culture of continuous learning and innovation.

4.2 Test of Hypotheses

The z-test was used in the research to allow for inferential examination of the association between basic human resource planning parameters and organisational performance of tertiary health care institutions in South East Nigeria. The mean of the average replies to the questions as indicated in the tables was computed, and standard deviation was determined.

the Z-score was found as

$$z = \frac{\bar{x} - \mu}{s/\sqrt{n}}$$

where:

z	=	standard normal deviate
\bar{x}	=	mean of the mean responses
μ	=	Population mean
S	=	standard deviation
e	=	2% (Zcritical = ± 2.33)

Decision Rule

The rule in the use of the z-test criterion was to accept the alternate hypothesis if the calculated z-score was higher than the tabulated z-score. The hypothesis was not to be rejected if the tabulated value was less than the calculated z-value.

Restatement of Hypothesis One

Restatement of hypothesis in null and alternate forms

Ho: Human resource planning has no significant effect on enhanced patient care in tertiary healthcare institutions in South East, Nigeria

Table 4.7: Normalizes z-score for mean responses

S/N		N	Mean	Std. Deviation	z-score	Z _{0.05}	Decision rule for hypothesis
1	Human resource planning has no significant effect on enhanced patient care in tertiary health care institutions in South East, Nigeria	489	4.2929	1.03359	43.38	2.33	Accepted

Source: Author's compilation SPSS 22.0 Output

From table 4.7, the z-score for the responses to the questionnaire items are computed and juxtaposed with the ztable value of ± 2.33 at 2% significance level. The analysis indicates that the proposition that "Human resource planning has significant effect on enhanced patient care in tertiary health care institutions in South East, Nigeria is accepted at 2% significance level as the computed, z value of 43.38 exceeds the table value of ± 2.33 .

Decision:

As seen from Table 4.7 and the subsequent analysis of result the computed Z-scores for the statements exceed the table z value of ± 2.33 . at 2% significance level. Therefore, we reject the null hypothesis and accept the research hypothesis that Human resource planning has a significant effect on enhanced patient care in tertiary health care institutions in South East, Nigeria.

Test of Hypothesis Two

Step 1: Restatement of the hypothesis in the null and alternate forms

Restatement of Hypothesis Two

Ho: Human resource planning has not significantly increased operational efficiency of tertiary healthcare institutions in South East, Nigeria.

Table 4.8: Normalizes z-score for mean responses

S/N		N	Mean	Std. Deviation	z-score	Z _{0.05}	Decision rule for hypothesis
s1	Human resource planning has not significantly increased operational efficiency of tertiary health care institutions in South East, Nigeria.	489	4.3749	1.1048	42.75	2.33	Accepted

Source: Author's compilation SPSS 22.0 Output

From table 4.8, the z-score for the responses to the questionnaire items are computed and juxtaposed with the z-table value of ± 2.33 at 2% significance level. The analysis indicates that the proposition that "Human resource planning has significantly increased operational efficiency of tertiary health care institutions in South East, Nigeria is accepted at 2% significance level as the computed, z value of 42.75 exceeds the table value of ± 2.33 .

Decision:

As seen from Table 4.8 and the subsequent analysis of result the computed Z-scores (42.75) for the statements exceed the table z value of ± 2.33 . at 2% significance level. Therefore, we reject the null hypothesis and accept the research hypothesis that Human resource planning has significantly increased operational efficiency of tertiary health care institutions in South East, Nigeria.

Test of Hypothesis Three

Step 1: Restatement of the hypothesis in the null and alternate forms

Ho: Human resource planning has no significant effect on innovation and research in tertiary healthcare institutions in South East, Nigeria.

Table 4.9: Normalizes z-score for mean responses

S/N		N	Mean	Std. Deviation	z-score	Z _{0.05}	Decision rule for hypothesis
1	Human resource planning has no significant effect on innovation and research in tertiary health care institutions in South East, Nigeria.	489	4.4246	1.06924	46.30	2.33	

Source: Author's compilation SPSS 22.0 Output

From Table 4.9, the z-score for the responses to the questionnaire items are computed and juxtaposed with the z-table value of ± 2.33 at 2% significance level. The analysis indicates that the proposition that "Human resource planning has no significant effect on innovation

and research in tertiary health care institutions in South East, Nigeria is accepted at 2% significance level as the computed, z value of 46.30 exceeds the table value of ± 2.33 .

Decision:

As seen from Table 4.9 and the subsequent analysis of result the computed Z-scores (46.30) for the statements exceed the table z value of ± 2.33 . at 2% significance level. Therefore, we reject the null hypothesis and accept the research hypothesis that Human resource planning has no significant effect on innovation and research in tertiary health care institutions in South East, Nigeria.

4.3 Discussion of Findings

Human Resource Planning and Patient Care

The first hypothesis found that human resource planning improves patient care at tertiary healthcare facilities in South East Nigeria... The z-score is 43.38 ($z_{cal} = \pm 2.33$). This conclusion is consistent with the replies as reported. Table 4.2 shows that respondents agreed that human resource planning is critical in improving patient care at tertiary healthcare facilities in South East Nigeria. Effective planning ensures that these institutions have an adequate number of trained healthcare personnel, such as physicians, nurses, and support staff, to satisfy the requirements of their patients. Healthcare organisations may assure appropriate coverage across all departments and specialisations by projecting staffing needs based on patient demographics, illness prevalence, and service demand.

Human Resource Management and Operational Efficiency

Hypothesis two attempted to demonstrate that human resource planning had greatly improved the operational efficiency of tertiary health care facilities in South East Nigeria. The z-score is 42.75, with a z_{cal} of ± 2.33 . The findings are consistent with the data provided in table 4.3, where the majority of respondents agreed that human resource planning played a critical role in considerably boosting operational efficiency at tertiary healthcare facilities in South East Nigeria. These institutions have been able to efficiently satisfy the ever-increasing demands of patient care by using strategic workforce planning and management practices. One important factor contributing to this achievement is the synchronisation of workforce numbers with patient requirements and service expectations. Human resource planning allows healthcare organisations to correctly predict staffing needs based on patient demographics, illness incidence, and service utilisation trends. As a consequence, companies may better manage resources, guaranteeing appropriate coverage in all areas and specialisations.

Furthermore, human resource planning makes it easier to hire, train, and retain qualified healthcare workers, hence increasing staff competence and productivity. Healthcare facilities increase their workforce's clinical skills, knowledge, and competence by investing in staff development programmes, continuing education, and performance management efforts, which leads to better patient care.

Human Resources Planning, Innovation, and Research

The third hypothesis found that human resource planning has a considerable impact on innovation and research in tertiary health care institutions in South East Nigeria. The z-score is significant ($z = 46.30$, $z_{cal} = \pm 2.33$). The results are consistent with the data in table 4.4, which is thought to be indicative of how human resource planning affects innovation and research at tertiary health care institutions in South East Nigeria. Furthermore, the majority of respondents thought that human resource planning is critical in promoting innovation and research at tertiary healthcare institutions in South East Nigeria. By effectively managing their personnel, these organisations may foster innovation and research. One method human

resource planning promotes innovation is to ensure the availability of qualified and diversified healthcare personnel. Healthcare facilities may attract people with specialised experience and knowledge in a variety of sectors, including medicine, nursing, and allied health professions, via effective recruiting, training, and retention methods. This varied skill pool encourages multidisciplinary cooperation and innovation, resulting in the development of new ideas and solutions to complicated healthcare concerns.

5. Summary of Findings

The following were the findings:

- i. Human resource planning has a significant effect on enhanced patient care in tertiary health care institutions in South East, Nigeria. This suggests that Adequate planning ensures that there is an appropriate number of healthcare professionals to meet patient needs, reducing wait times and improving access to care.
- ii. It was discovered that Human resource planning has significantly increased operational efficiency of tertiary health care institutions in South East, Nigeria. This implies that Planning helps match the skills and competencies of healthcare workers with the specific needs of the institution, ensuring that the workforce is well-equipped to handle diverse medical scenarios, thus enhancing overall operational efficiency
- iii. Human resource planning has a significant effect on innovation and research in tertiary health care institutions in South East, Nigeria. This implies that Planning facilitates targeted training programs for healthcare professionals, aligning their skills with the institution's research objectives. This enhances the institution's capacity to conduct innovative and impactful research

5.2 Conclusion

In conclusion, human resource planning is critical to the performance and sustainability of tertiary healthcare institutions in South-East Nigeria. By investing in their most precious asset—their workforce—these organisations can fulfil their objective of delivering accessible, egalitarian, and high-quality healthcare services to the communities they serve.

5.3 Recommendations

The following recommendations are made for the study:

1. To enhance Patient Care, the management of tertiary healthcare institutions should implement comprehensive human resource planning strategies to ensure optimal staffing levels, skill mix, and workload distribution, promoting continuity of care and improving patient outcomes through personalized and timely interventions.
2. For continuous increase in the operational efficiency: it is recommended that tertiary healthcare institutions should streamline human resource allocation and workflow processes through effective planning, training, and performance management initiatives, optimizing resource utilization and reducing bottlenecks to enhance operational efficiency and service delivery.
3. To further improve on innovation and Research, the management of tertiary healthcare institutions should do well to foster a culture of innovation and research by investing in human resource planning that supports interdisciplinary collaboration, provides resources

for research initiatives, and promotes continuous professional development to drive innovative solutions and advancements in healthcare practices.

References

- AL-Riyami, F. A. & Banu, R. (2019). The influence of human resource planning on organisational performance: A Study in Sultanate of Oman. *International Journal for Research in Engineering Application & Management (IJREAM)*, special issue, 43-46.
- Anya C. J. P., G.I. Umoh and Worlu, G. (2017). Human resource planning and organizational performance in oil and gas firms in Port Harcourt. *International Journal of Advanced Academic Research / Social & Management Sciences*. 3(9), 110-129
- Chioke, S. C. & Mbamalu, K. U. (2020). Human resource planning and organizational Performance: A Philosophical Approach. *International Journal of Management, Social Sciences, Peace and Conflict Studies (IJMSSPCS)*, .3(3), 387 - 398;
- Dialoke, I., & Duru, M.I. (2017). Effects of workforce planning on organizational performance: a study of selected media houses in Imo State, Nigeria. *International Journal of SocialSciences and Management Research*, 3(2), 1-7.
- Dieleman, M. & Harnmeijer, J. W. (2016). *Improving Health Worker Performance: In Search of Promising Practices*. Geneva: World Health Organization. Available at http://www.kit.nl/net/KIT_Publicaties_output/ShowFile2.aspx?e=1174
- Edeh, F. O., & Dialoke, I. (2020). Effect of Human Resource Planning on Organizational Performance of the Hospitality Sector in Nigeria. *Business Perspective Review*, 2(1), 1-12.
- George, N.R. (2017). Examples of organizational performance management. . Available online at:< <http://smallbusiness.chron.com/examples-organizational-performance-management-11508.html>.> (accessed 4th March 2021).
- George, V. (2017). The role of human resource planning in the human resource network. *International Journal of Creative Research Thoughts*, 5(11). 1-10.
- Jacob, B.J., Ishaya, Y., & Bajama, S.Y. (2022). Impact of human resource management on organizational performance in Nigeria: Nigeria breweries Kaduna plc as a case study. *SocioEconomic Challenges*, 6(3), 123-131.
- Maina, D. K., & Kwasira J. (2015). Role of human resource planning practices on employee performance in county governments in Kenya: A case of Nakuru County. *International Journal of Economics, Commerce and Management*, 3(5), 1569-1580.
- Nondoh, R. A., Tsuma, E., Alala, B. O., Onyango, R. (2020). Effect of human resource planning practices on organizational performance in public Universities in Western Kenya. *The Strategic Journal of Business & Change Management*, 7(2), 20 – 39.
- Okonkwo, E., Okafor, N., & Essell, O. (2022). The Effect of Human Resource Planning On Organizational Performance: A Study of Selected Breweries In The South-East,

Nigeria. *International Journal of Management & Entrepreneurship Research* 4(1), 13-25.

Rehman, T. U., & Khatoon, R. (2022). Human Resource Management Practices and Organizational Performance in the New Normal: A Relationship Analysis. In *Navigating the New Normal of Business with Enhanced Human Resource Management Strategies* (pp.212-233). IGI Global.

Wachiuri (2018). The role of performance appraisals in assessing an organization's performance.